

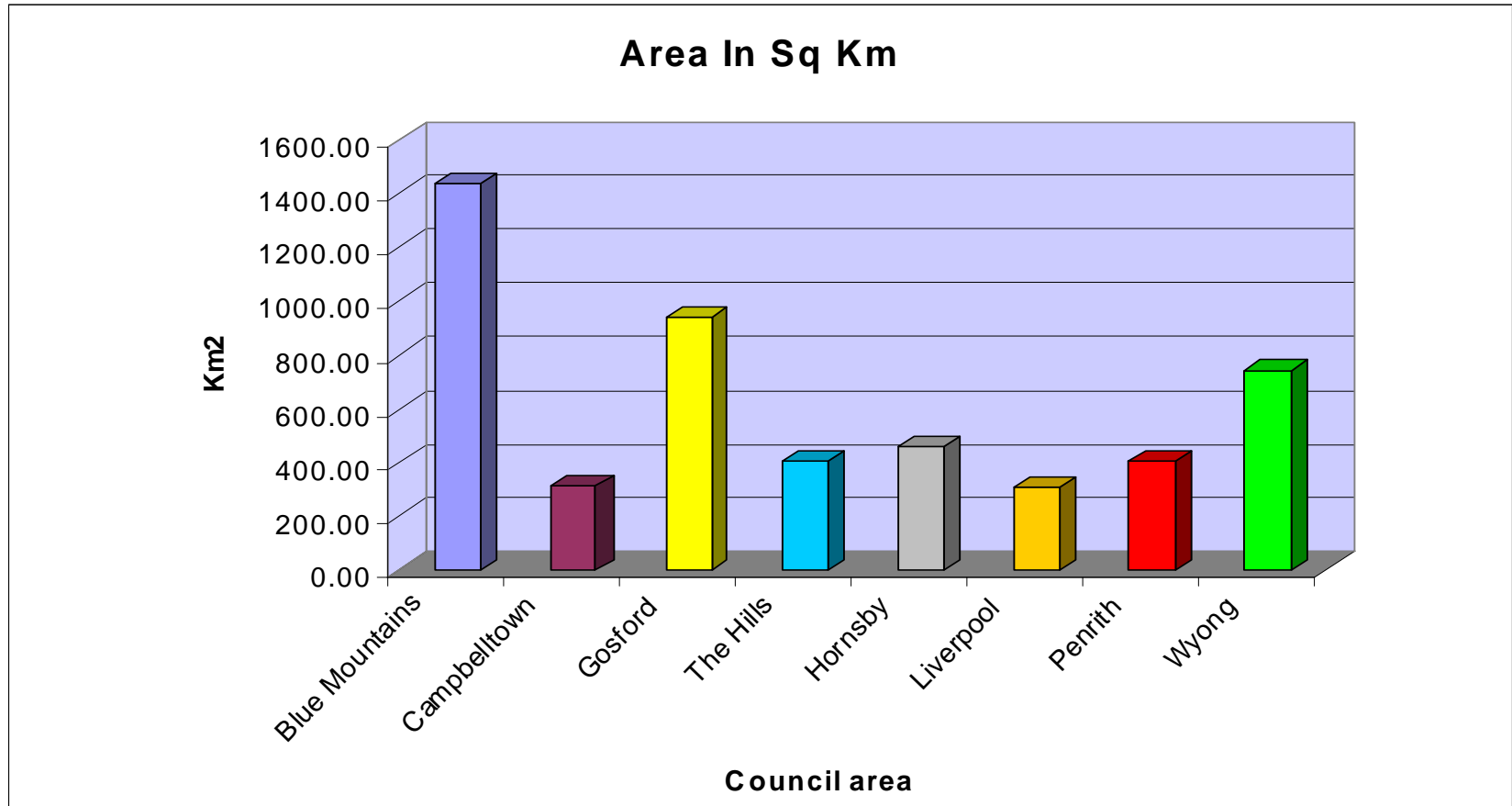
Proposed Special Rate Variation Supplementary Material for Attendees

**Stage 3 Community Consultation
Information Sessions**

7 and 12 February 2013

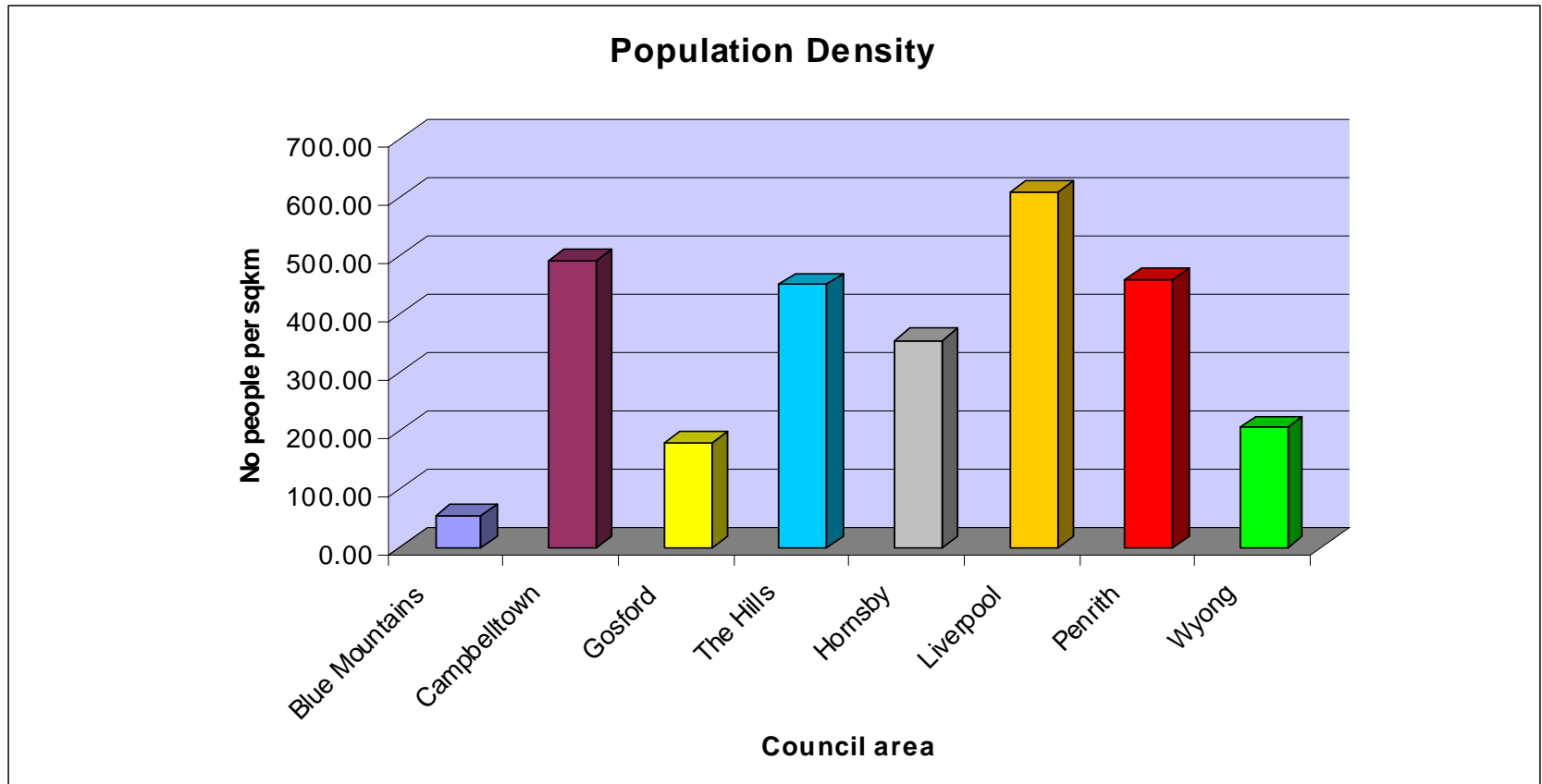
Overview of the Issue

Wyong has some unique challenges - Geography



- Accounts for land area only. This doesn't account for harbours, lakes, rivers, etc
- Large land mass needing built infrastructure (e.g. road lengths and therefore ongoing costs higher than other councils in gross terms)
- Further exacerbated by extra costs for lake and coast

Wyong has some unique challenges – Population Density



- Low number of people per km comparative to other councils means the burden of infrastructure falls onto comparatively few people
- Also means that usage for a piece of infrastructure may be lower - but is still required

How did we get into this situation? Cost Shifting

Wyong Shire Council Detail	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13*
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Total income from continuing operations before capital amounts (for comparison)	174,642	190,495	202,346	207,826	223,364	237,559
Cost Shifting detail amounts:						
1. Contribution to NSW Fire Brigade	1,097	1,132	1,083	1,178	1,184	1,178
2a. Contribution to Rural Fire Service	373	385	327	430	542	1,130
2b. Contribution to NSW State Emergency Service	31	31	100	120	137	120
3. Pensioners rates rebates	2,214	2,676	2,686	1,590	1,603	2,166
4. Voluntary conservation agreements						
5. Public library operations	1,865	2,374	2,075	1,469	1,986	1,469
6. On-site sewerage facilities.	-	-	-	-	-	-
7. Administration of the Companion Animal Act (NSW) 1998	515	540	565	450	435	450
8. Administration of Contaminated Land Management Act (NSW) 1997	65	70	74	#	#	80
9. Functions under the Protection of the Environment Operations Act (NSW) 1997	450	500	525	146	308	550
10. Functions as control authority for noxious weed	190	200	94	89	91	89
11. Functions under the Rural Fires Act (NSW) 1997	282	300	315	750	620	750
12. Immigration services and citizenship ceremonies	80	90	100	9	10	120
13. Administering food safety regulation	290	305	320	230	284	230
14. Provision of educational services	N/A	N/A	N/A	36	18	-
15. Community safety	-	-	-	1	6	-
16. Flood mitigation program	300	400	450	313	108	313
17. Transfer of responsibilities for roads due to reclassification	-	-	-	-	227	-
18. Medical services	N/A	N/A	N/A	2	-	2
19. Road safety	47	50	50	77	69	77
20. Community and human services	498	550	575	72	55	600
21. Waste levy	5,431	8,680	10,670	9,766	10,791	11,894
22. Sewerage treatment system license fee	90	110	115	50	51	50
23. Waste management site license fee	30	30	30	3	4	4
24. Maintenance of crown reserve land under council management	1,650	2	1,795	-	-	2,000
25. Processing of development applications	1,650	2,501	1,919	1,091	1,000	-
Total net cost shifting	\$ 17,148	\$ 20,926	\$ 23,868	\$ 17,873	\$ 19,526	\$ 23,272
Cost shifting ratio (total net cost shifting divided by total income before capital amounts times 100) in %	9.82%	10.99%	11.80%	8.60%	8.74%	9.80%

Notes

* as per strategic plan

The NSW Average for Cost Shifting to Councils is 5.72% before capital amounts. This implies Wyong is carrying a heavier burden than other councils in NSW



Impact of Cost Shifting

Local Government
Association of NSW



Shires Association
of NSW

Media Release 31/1/13

Thursday, 31 January 2013

The Local Government and Shires Associations of NSW (LGSA) have called for an end to cost shifting onto NSW councils after their annual survey found councils were out of pocket nearly \$500 million in the 2010/11 financial year due to cost shifting by the NSW and Australian Governments.

President of the Shires Association of NSW, Cr Ray Donald, said \$499 million worth of responsibilities and functions of the State and Australian Governments had been shifted to councils. This equates to 5.72 per cent of the total income of Local Government in NSW, before capital amounts.

"Findings of the LGSA's cost shifting survey for 2010/11 are consistent with results of the last five surveys carried out over the previous five financial years, highlighting the continual moves by the state and federal governments to palm their responsibilities on to Local Government without the corresponding funding," said Cr Donald.

"The LGSA has asked the same 23 questions in the past five surveys, with an additional two questions added to the 2009/10 survey and again in collecting the 2010/11 data."

"If we include those two additional questions, which relate to revenue raising restrictions on council managed Crown lands and the shortfall of cost recovery as a result of fee regulation when assessing development applications, cost shifting is estimated at 6.37 per cent of Local Government's total income before capital amounts – or \$555 million."

"This survey confirms that cost shifting continues to be a burden on the financial situation of NSW councils and is impeding Local Government's ability to deliver services and maintain infrastructure."

President of the Local Government Association of NSW, Cr Keith Rhoades AFSM, said 86 councils participated in the survey, which was conducted between May and November 2012, clearly indicating that cost shifting is a significant issue impacting on their operations.

"Some of the major cost shifting items identified in the survey include mandatory contributions to Fire and Rescue NSW, NSW Rural Fire Services and NSW State Emergency Service, inadequate funding for public libraries and the NSW Government's failure to reimburse councils for mandatory pensioner rebates for rates," said Cr Rhoades.

"From controlling noxious weeds and managing contaminated land to enforcing the Companion Animals Act NSW (1998) – councils are constantly carrying out activities and regulatory functions for the state and federal governments without sufficient financial resources."

"This is on top of the financial restrictions placed on the 152 councils across the state, courtesy of the NSW Government's rate pegging system."

"It's not surprising the 2010/11 cost shifting amount of \$499 million is equal to the estimated annual infrastructure renewal gap of \$500 million per annum, as found in the Percy Allan Report."

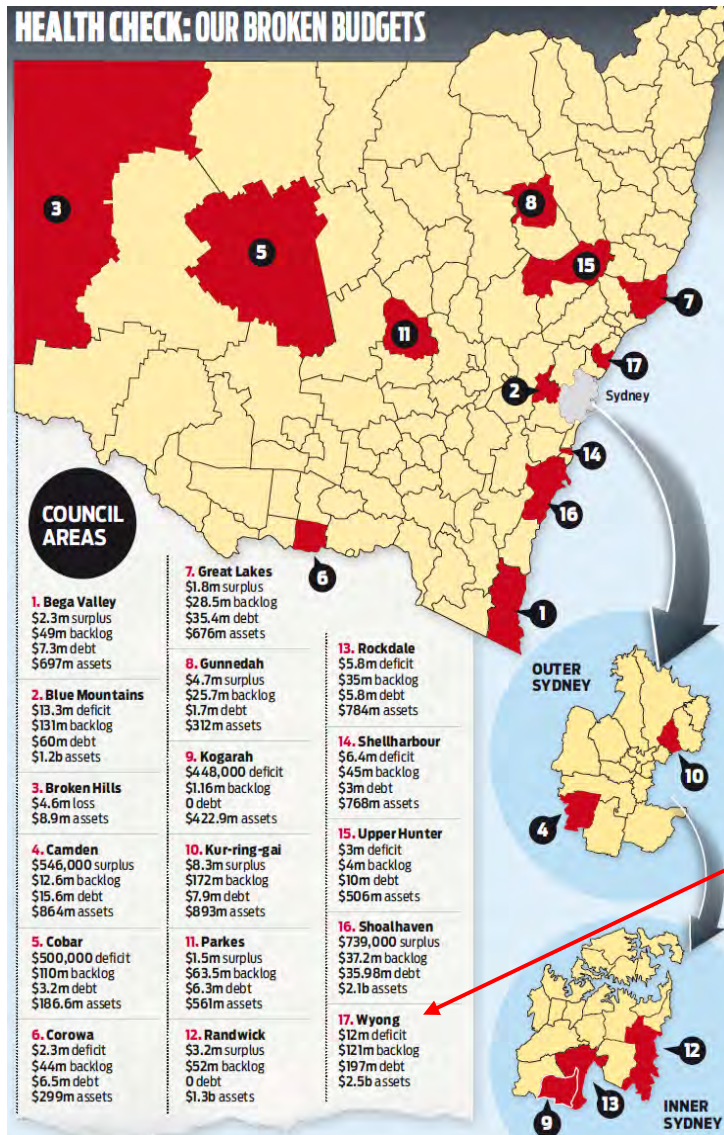
"While the NSW Government says that councils are often best placed to provide these cost shifted services to communities, councils do not have the means to keep taking on new jobs without adequate resourcing."

To view the full survey report, visit: <http://www.lgsa.org.au/policy/finance/cost-shifting-survey>



We are not unusual – Many Councils are feeling the crunch

(Source Sunday Telegraph 12/1/13)



17. Wyong
\$12m deficit
\$121m backlog
\$197m debt
\$2.5b assets

As at June 2012 of the \$197M debt held by Council \$195M relates to Water & Sewer which equates to 98.7% of the debt. Please refer to our Annual Report for more information.

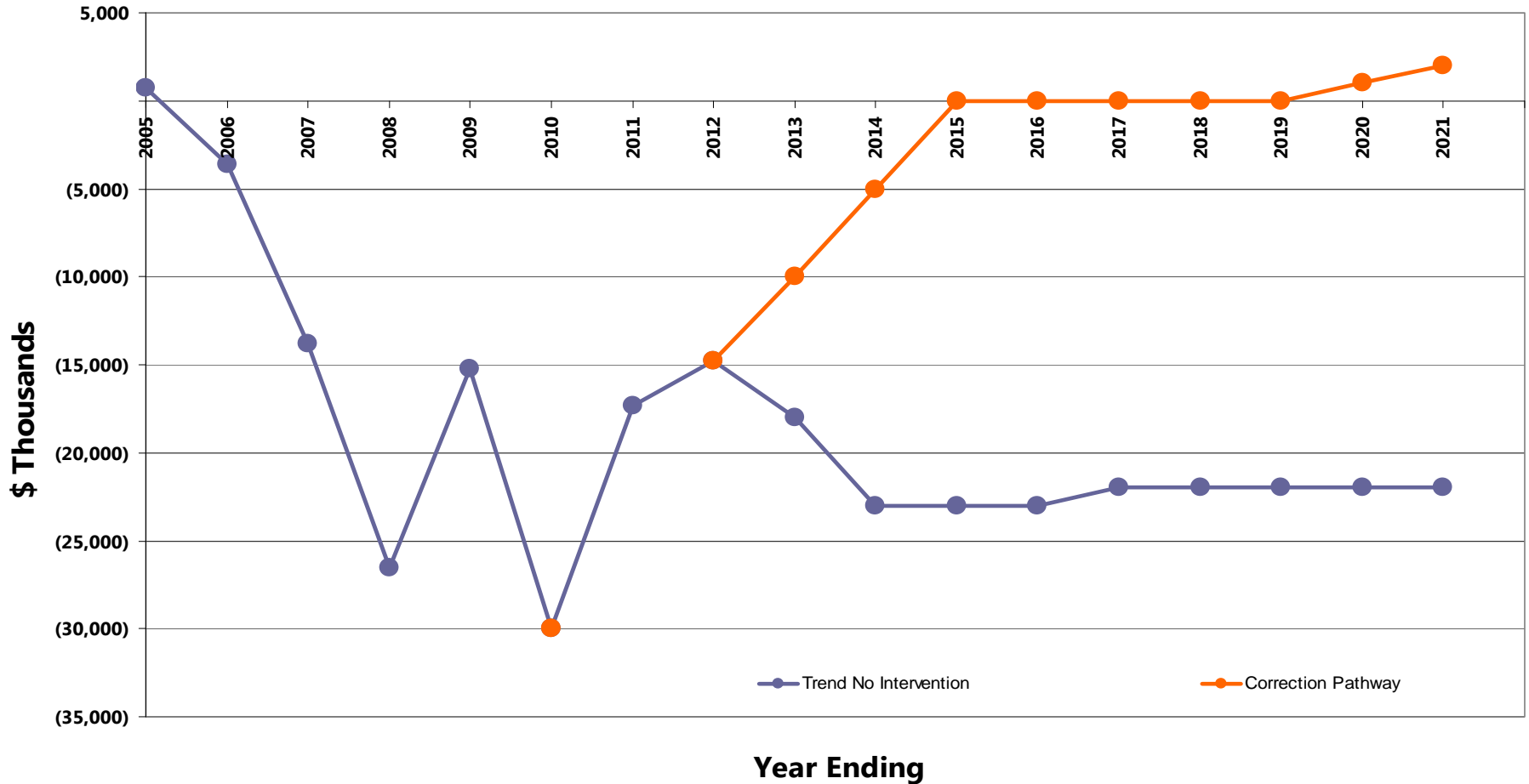
We are not unusual - Recent and coming IPART SRV submissions

Recent and Current Year IPART Special Rate Variation Applications		
2011/12	2012/13	2013/14
Albury	Coffs Harbour	Coffs Harbour
Auburn	Gilgandra	Ku-ring-ai
Bega Valley	Gundagai	Kiama
Byron	Hunters Hill	Shellharbour
Cessnock	Kempsey	Gilgandra
Great Lakes	Lake Macquarie	Blue Mountains
Gundagai	Muswellbrook	Mid-Western
Hornsby	Nambucca	Parkes
Ku-ring-ai	Newcastle	Bega Valley
Lane Cove	North Sydney	Broken Hill
Maitland	Port Macquarie Hastings	Camden
Muswellbrook	Queanbeyan	Randwick
Narrabri	Tamworth	Kogarah
North Sydney	Wingecarribee	Cessnock
Parramatta	Willoughby	Junee
Penrith		Rockdale
Pittwater		Shoalhaven
Port Macquarie		Wyong
Richmond Valley		Lismore
Waverley		Great Lakes
Willoughby		Cobar
Woollahra		Gunnedah
Wollondilly		Upper Hunter
		Corowa
		Hunters Hill
		Walgett

Group 7 Council

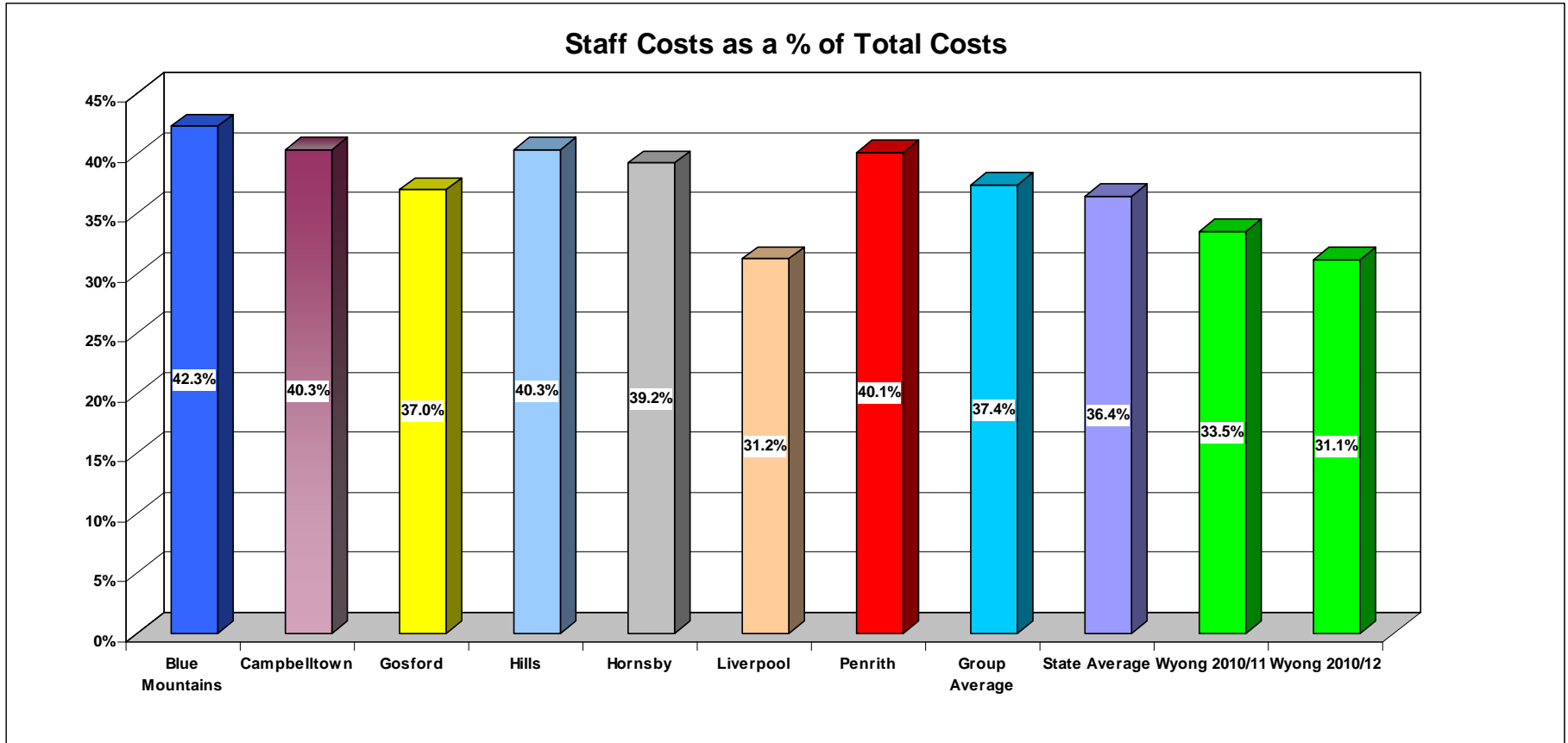


So what has Council done about it? In 2010, Council set a correction path and implemented reforms



- \$30m of ongoing improvement will be realised by 2015
- Still \$12m of savings required to get there

So what has Council done about it? FTE and Employee Costs continue to reduce and compare well to other Councils



Asset Condition Comparatives

Building assessment guide

Special schedule 7 refers to asset condition 3 as satisfactory

1



2



3



4



5



Jetties / viewing platform condition assessment guide

1



2



3



4



5



Tennis courts condition assessment guide

1



2



3



4



5



Playgrounds condition assessment guide

1



2



3



4



5



Beach access ways condition assessment guide



Footpath assessment guide

1



2



3



4



5



Sealed road condition assessment guide (non K&G)

1



2



3



4



5



The Options and Impacts

WSC Rates Notice



Wyong Shire Council Rate Notice

ABN: 47 054 613 735
 PO Box 20, Wyong, NSW 2259
 Tel: 7308, Wyong
 Phone: (07) 4350 5555
 Fax: (02) 4351 2098
 Email: wsc@wyong.nsw.gov.au
 Website: www.wyong.nsw.gov.au

Rate and charges notice for the period 01/07/2012 - 30/06/2013.
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Total Amount Or	\$2,074.53
1st Instalment Amount	\$518.73
Due Date	31/08/2012
Excludes payments since	29/06/2012

For payment options see reverse

Our calculations in the table below are based on the average rate payer. The example rates notice on the right and the extract above highlights the portion of the annual rates notice which will be subject to the annual rate peg and any special rate variation.

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Domestic Waste		\$460.00
Stormwater Management Charge		\$25.00
Water Annual Charge		\$167.35
Sewerage		\$463.44
Drainage Service Charge		\$89.77
Sub-Total		\$2,073.76

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The Commonwealth Government Carbon Price increase is included in this year's rates and charges.

1st Instalment	2nd Instalment	3rd Instalment	4th Instalment	TOTAL DUE
\$518.73 31/08/2012	\$518.80 31/11/2012	\$518.80 28/02/2013	\$518.80 31/05/2013	\$2,074.53 31/08/2012

Any amounts shown on this notice together with interest is payable immediately. Overdue rates and charges incur interest charges at a variable rate, currently 10 % per annum (maximum), until paid.

Previous Rateable Value	Current Rateable Value	Your Value Change	Shire Average Change
\$208,000	\$185,000	-11.10%	-6.80%

Rate Category	
Residential	
Date of Issue	Valuation Base Date
06/07/2012	01/07/2011

Land values have been reassessed by the NSW Valuer General since your last annual rates notice, as shown above. Your Ordinary Rate is based on the current land value of your property, in proportion to the value of all land in Wyong Shire. That's why your Ordinary Rate may not change in line with your land value.

For more information read the enclosed pamphlets or visit our website.

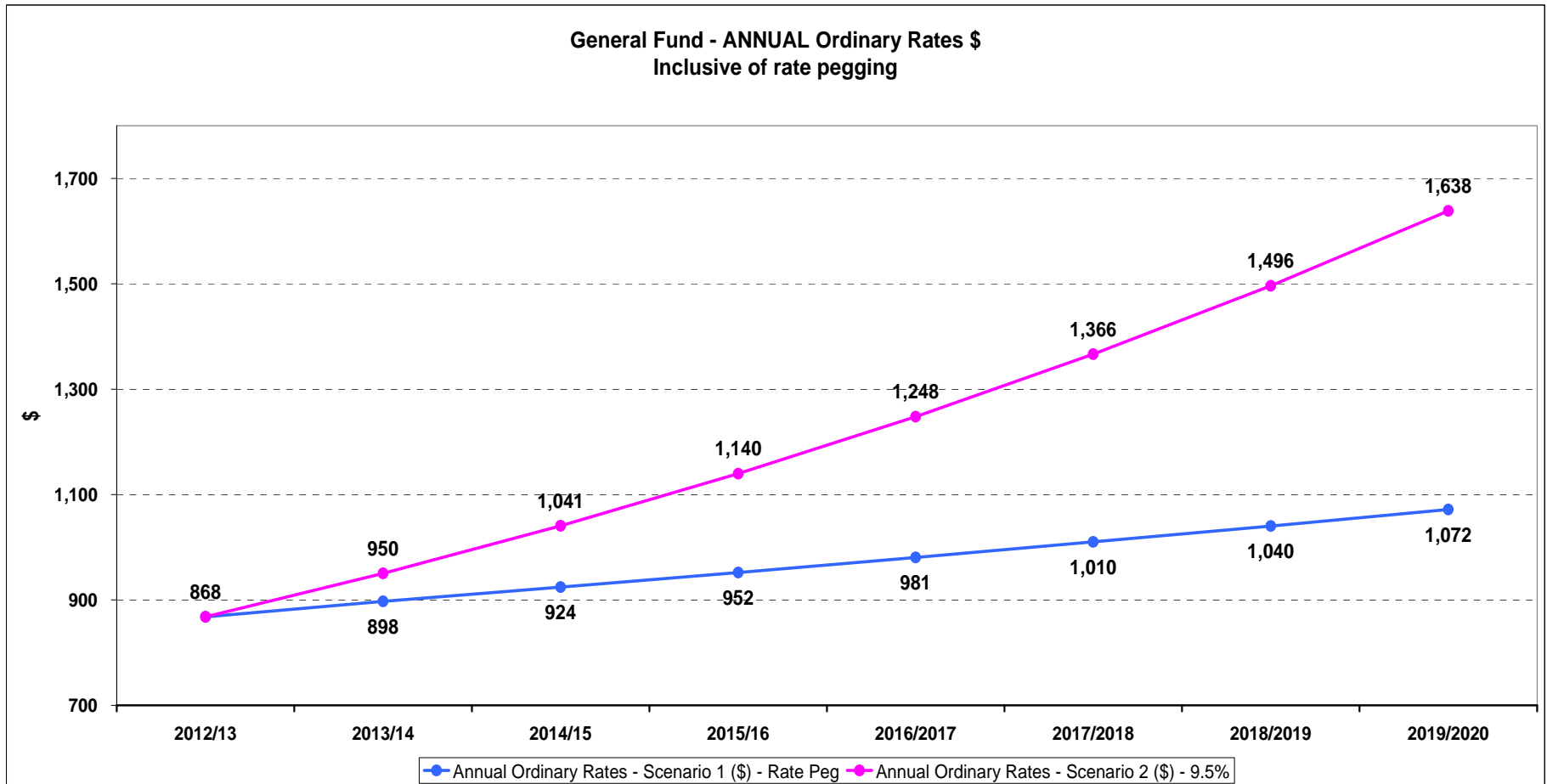
iPAY Biller Code: 5003 Biller Ref.

\$518.73

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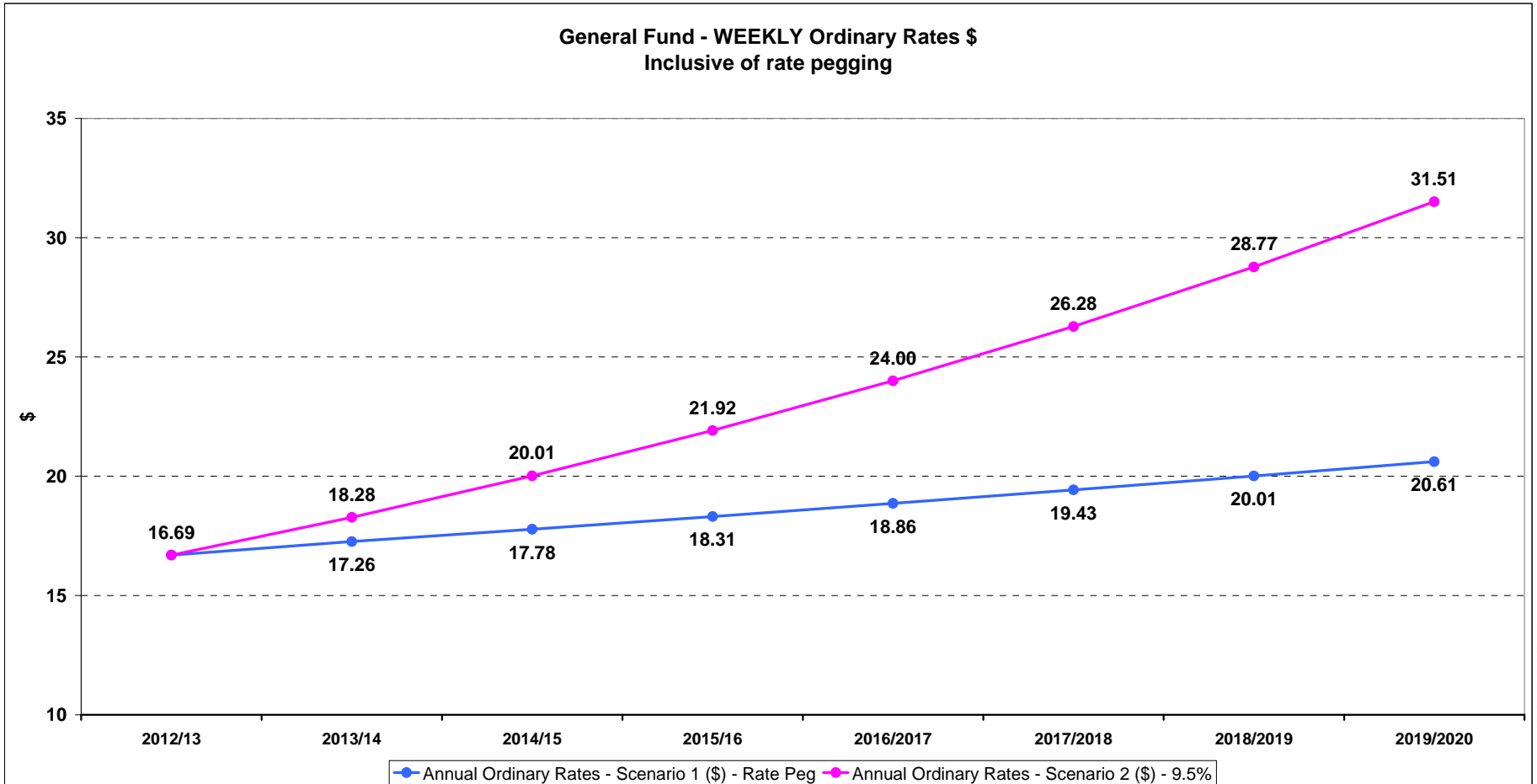
What does this mean to my ANNUAL Ordinary Rates?

Average Ordinary rates - aggregate	2012/13 \$	2013/14 \$	2014/15 \$	2015/16 \$	2016/2017 \$	2017/2018 \$	2018/2019 \$	2019/2020 \$
Annual Ordinary Rates - Scenario 1 (\$) - Rate Peg	868	898	924	952	981	1,010	1,040	1,072
Annual Ordinary Rates - Scenario 2 (\$) - 9.5%	868	950	1,041	1,140	1,248	1,366	1,496	1,638



What does this mean to my WEEKLY Ordinary rates cost?

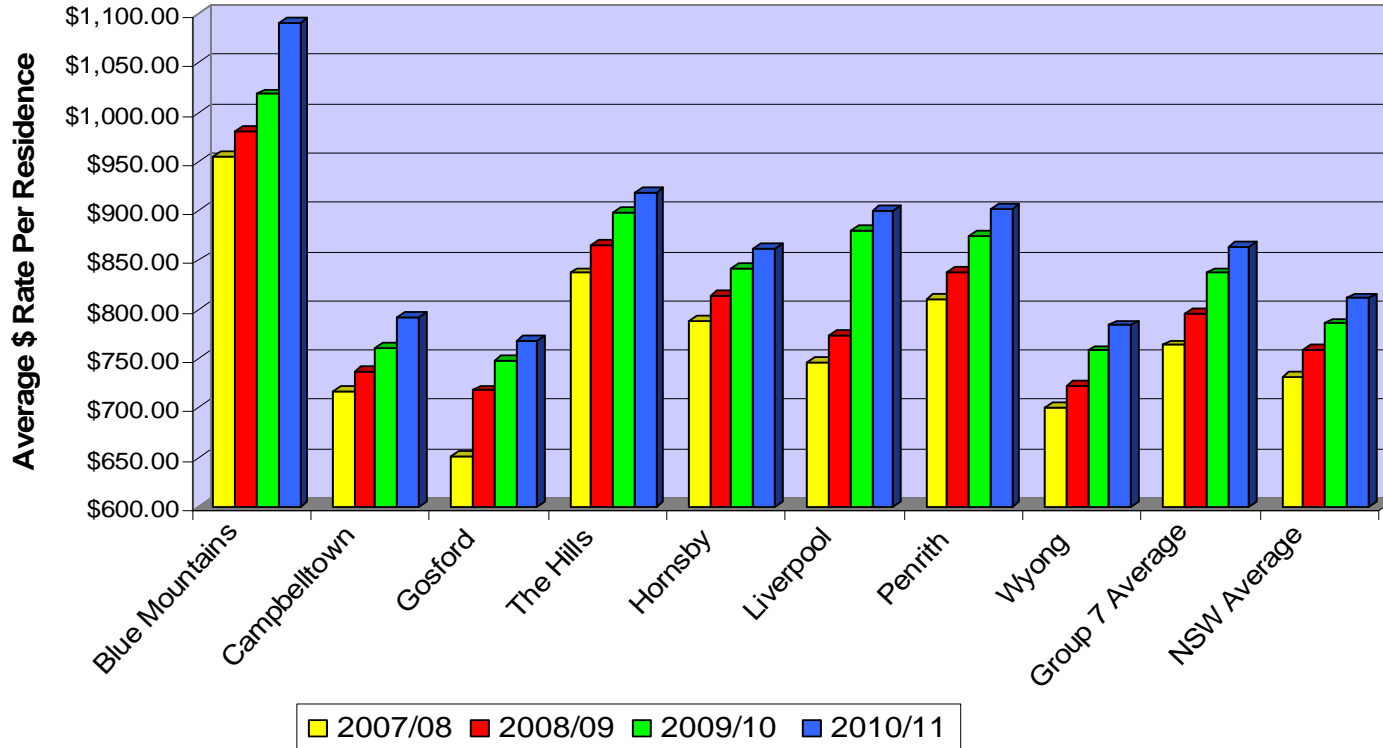
Average Ordinary rates - aggregate	2012/13 \$	2013/14 \$	2014/15 \$	2015/16 \$	2016/2017 \$	2017/2018 \$	2018/2019 \$	2019/2020 \$
Annual Ordinary Rates - Scenario 1 (\$) - Rate Peg	16.69	17.26	17.78	18.31	18.86	19.43	20.01	20.61
Annual Ordinary Rates - Scenario 2 (\$) - 9.5%	16.69	18.28	20.01	21.92	24.00	26.28	28.77	31.51



How do we compare with other councils on rates?

Group 7 refers to Urban fringe councils with Very Large populations (our peer group)

Average Rate Per Assessment - Residential



- Wyong have the second lowest rates in the group.
- Wyong are below the Group 7 Average and the NSW State Average
- 3 Other Group 7 Councils (Blue Mountains, Hornsby and Penrith) have recently been granted Special Rate Variations – Blue Mountains are applying again this year

Where will the money be spent?

Proposed Special Rate Variation

**Stage 3 Community Consultation
Information Sessions**

7 and 12 February 2013

Tonight's agenda

- Overview of the situation
- Council's actions to date and the consultation process
- The asset gap, financials and funding options explained
- Where will the money go
- What if there is no increase
- What happens next
- Questions and answers
- Register your preference

What you can expect

- Learn about and consider the situation that we are facing
- Learn more about the proposed Special Rate Variation
- Get your questions answered
- Make an informed decision on the future rates options
- ***We have a decision to make – increase rates or cut services, we can't do both.***

Important to know

- A decision has not yet been made to increase rates above the rate peg
- It only relates to Ordinary Rates
- This is your chance to make your choice, reduce service or increase rates
- We want to give you information to help you make an informed choice

Overview of the Issue

Overview of the issues

- Council provides a large number of diverse services
- Community demands keep growing
- A lot of those services rely on assets
- Our assets are not in satisfactory shape
- \$130M needed to fix the problem
- We can't continue as we are, a decision needs to be made

How did we get here?

- Rate pegging for over 35 years (1977)
- Costs increasing more than rates and other income
- Cost shifting from state government (\$23m)
- It was a different business
- Didn't consider whole of life costs
- Council responded to increasing community expectations
- We didn't have adequate data
- We are not unusual

So what has Council done about it?

- In 2010, Council identified the issue
- Get our own house in order first
- Continued focus on more savings during 2011 and 2012
 - 2011 and 2012- deficit reduced by \$20M
 - 2013 and 2014- further reduction of \$10M
 - Break even by 2015
- Still some to go but not \$130M

So what has Council done about it?

Worked smarter

- New equipment increases output, reduce service times, reduces staff
- New road-building technology recycles most of the existing pavement - \$118 m2 down to \$21m2
- Energy saving sensor lights in buildings - \$1.2m over 10 years
- Own legal counsel - \$300,000 a year
- New business paper software - \$85,000 a year and one staff member

Being as efficient as we can

- Reduced staff by 8.7% from 1,150 (2010/11) to 1,050 (2013/14)
- Increased available cash flow and reduced the outstanding debt ratio from 7.34% (2007/08) to 6.29% (2011/12)
- Consultancy fees have been reduced by 26%
- Changes to vehicles, one off saving \$2.1M
- Using technology, save time, staff and improve service
- Closing Vacation Care services

So what has Council done about it?

Bringing in other income

- \$521K in grants and \$200K working in partnership for work on sport and recreation assets
- Income from commercial and residential rental properties has risen by 79%
- Earning income using our skills building custom vehicles for other councils.

The need for change

- Continue to work with others in partnership
- Examining our property and asset portfolios, with a view to maximising returns in these areas.
- All adds up to improving the bottom line by **\$18million in just two years.**
- This and other ongoing productivity improvements will help us reach break even over the next two years. Even when this is achieved we will still not have adequate cash to fund the asset upgrades desired by our community.
- **We've never previously considered reducing services, but we are now at a point that the ageing assets need more money to ensure we can deliver those services.**
We can not do this without a rate rise.

Our Consultation Process

Community consultation

- Stage 1 May 2012 - Community values and priorities
- Service level planning
- Deliberative Working Group - funding options
- Stage 2 Nov/Dec 2012 - Options 1, 2 & 3
- Stage 3 Jan/Feb 2013 - Options 1 & 2

Why so much consultation?

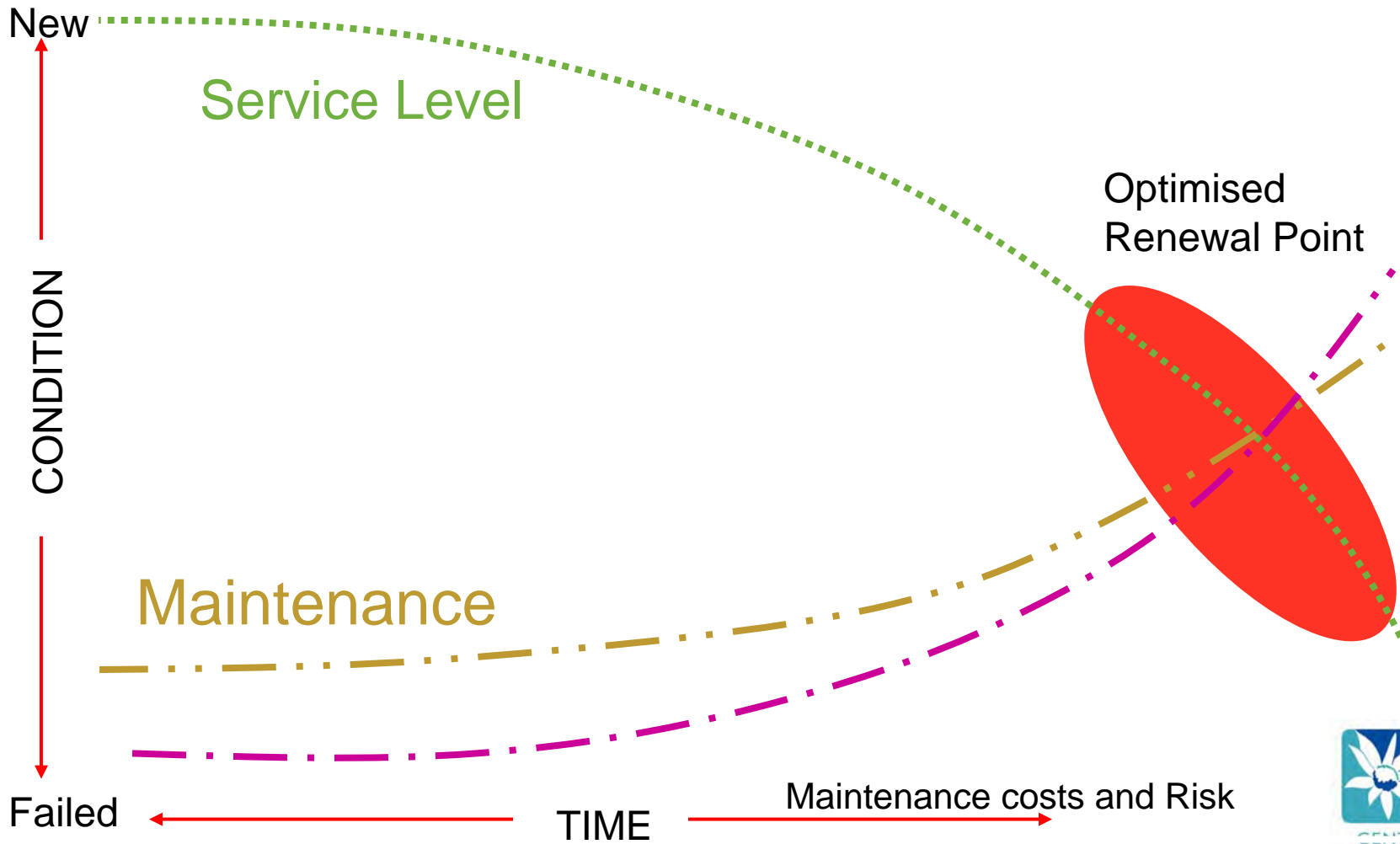
- Good business practice
- IPART process requirement
- You told us you wanted more information on:
 - What services would be reduced in Option 1
 - If rates were raised, through Option 2, what would the money be spent on
 - Why these three options were chosen and how the different rates were calculated
 - What has already been done to save money at Council.

The Dilemma

The Dilemma – Our assets

- What is an asset?
- The new vs. renew challenge
- Assets wearing out quicker than we can renew
- Old assets = more costly to maintain, operate & replace
- Cost to make assets satisfactory = \$121M plus \$9M for Open Space and Natural Assets
- Not enough money to do this

When is the best time to renew the asset?



Impact on assets

- Our asset modelling systems and asset conditions
- Why the next 7 years?
- We are looking at rationalising assets (R.A.P tool)
- No extra money = Cuts to services
- Asset Condition

Building assessment guide

Special schedule 7 refers to asset condition 3 as satisfactory

1



2



3



4



5



Playgrounds condition assessment guide

1



2



3



4



5



Beach access ways condition assessment guide

1



2



3



4



5



Footpath assessment guide

1



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3



4



5



Sealed road condition assessment guide (non K&G)

1



2



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The Financial Realities

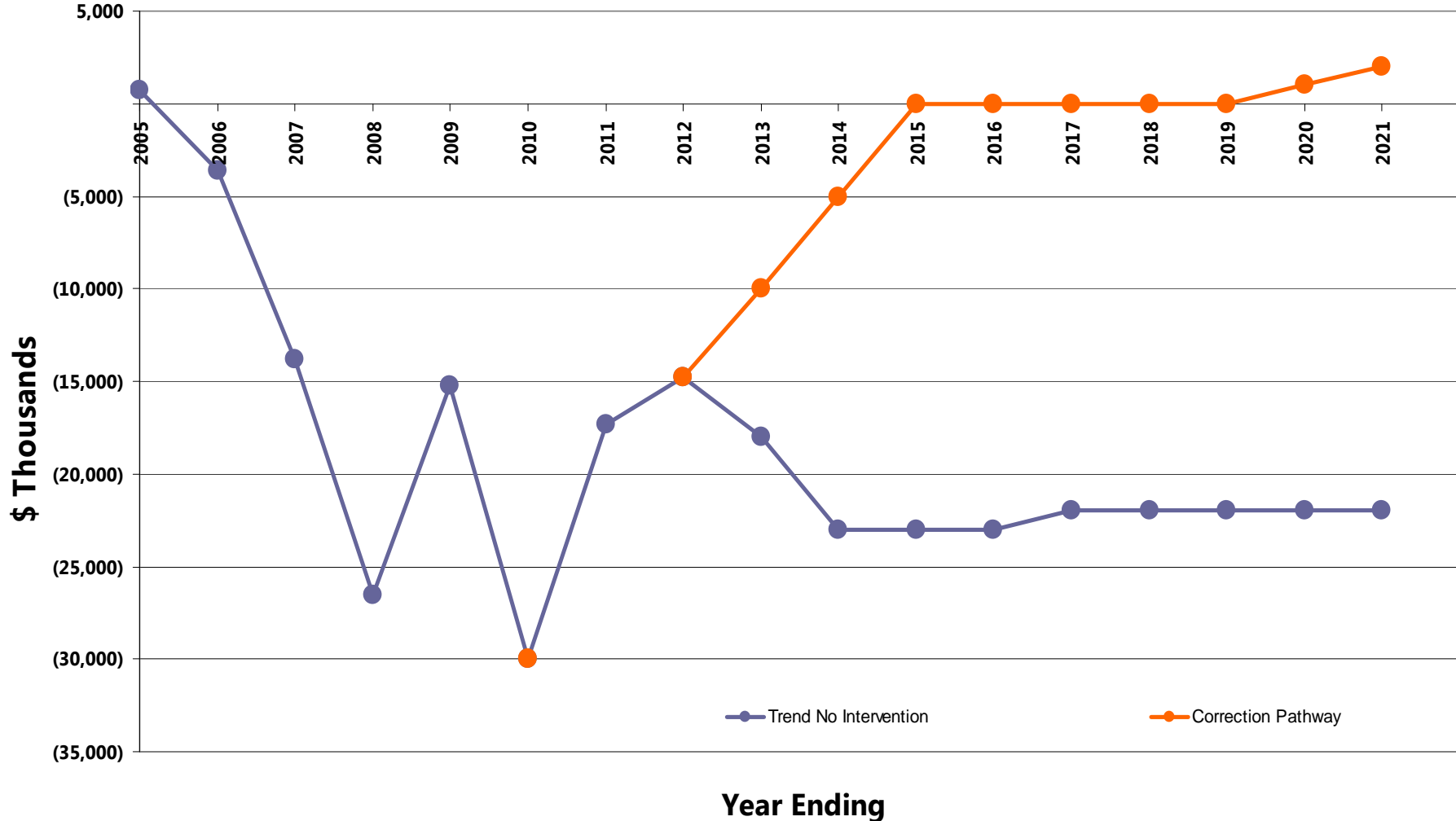
Financial realities

- Costs continue to grow at a higher rate than revenue
- Revenue growth opportunities limited (regulatory)
- Even with productivity gains and new revenue - not enough cash to upgrade assets
- Can't borrow much more

The stark choice:

- **Increase Income** (e.g. Rate Variation) or
- **Cut Costs**
 - (a) Underfund Assets (Continued Deterioration)... and/or
 - (b) Cut some services to provide funds for assets

Results of financial reform and productivity



- \$30m of ongoing improvement will be realised by 2015
- Still \$12m of savings required to get there



The Cash Crunch - We've come a long way, but even breaking even doesn't provide enough cash to close the gap

At Break-even	\$'m
Operating Profit	0
Add back non cash expenses (Depreciation)	25
= Cashflow from Operations	25
Replacement Capital (Cash)	(26)
Closing the Asset Gap	(19)
New Assets?	
Cash Deficit Each Year after Capital	(20)

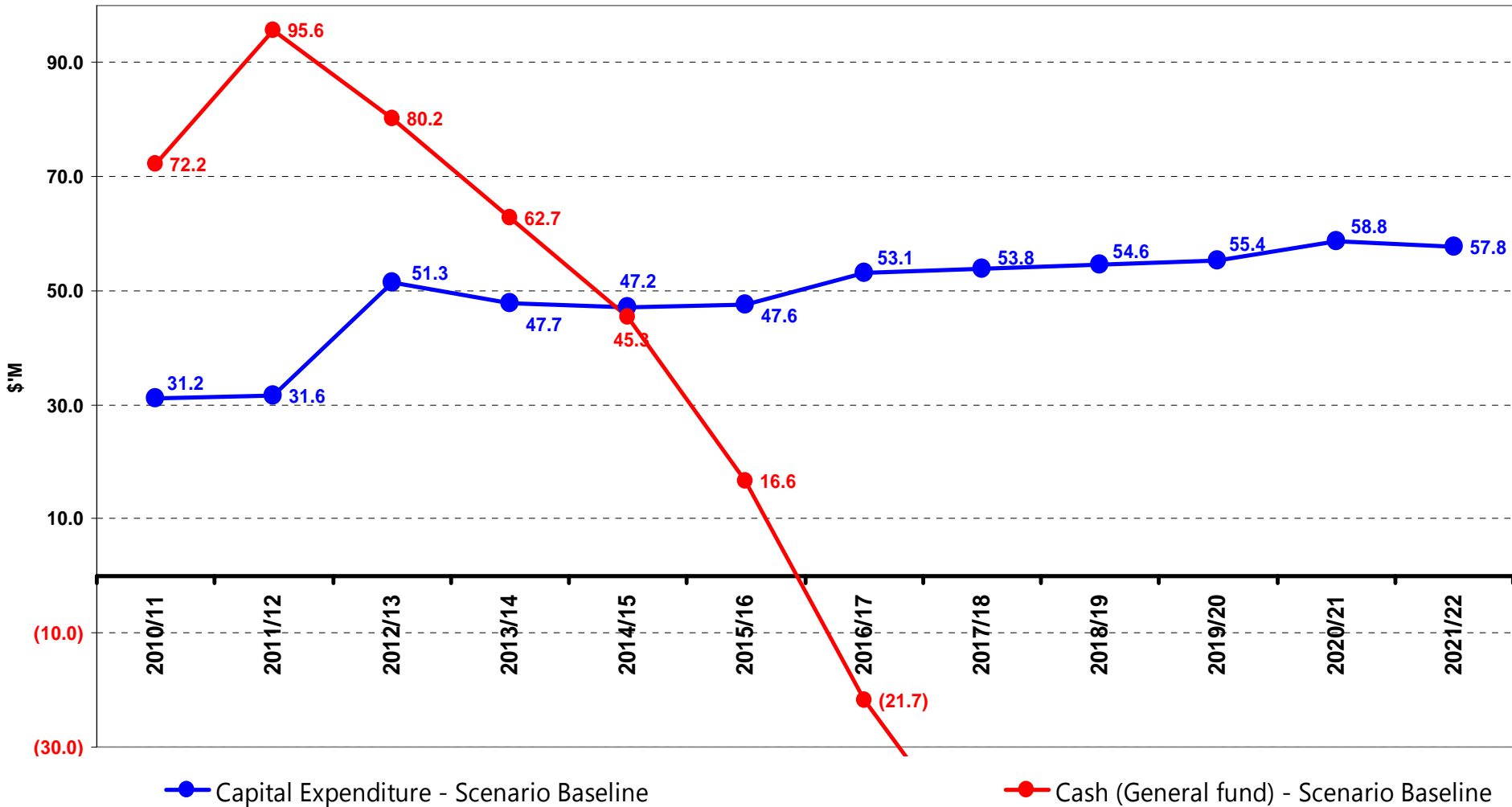
Even prior to any new assets we will be losing \$20m of Cash per annum

So, What does this mean?



If we keep existing levels of service and upgrade assets as required - General Fund Cash will be exhausted by 2016

General Fund - Impact of Capital Spend on Cash Reserves



NSW Treasury (T-Corp) Report and Division of Local Government confirmed the management view that something had to change

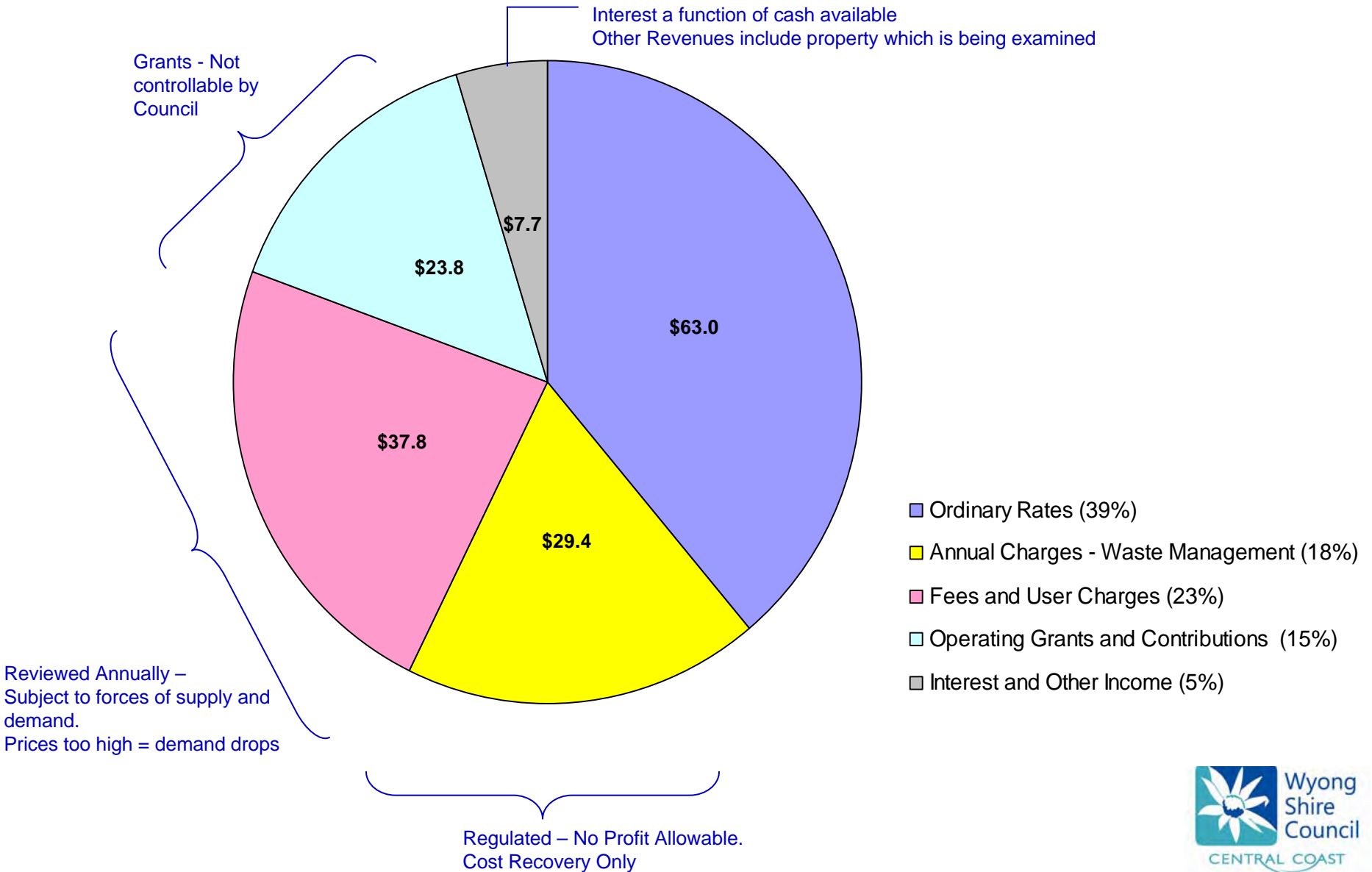
T-Corp direct quote:

- Although Council has strong debt servicing abilities, as indicated by its high forecast DSCR and Interest Cover Ratios, its **cash and investment levels are forecast to be exhausted by 2016.**
- This is a **serious liquidity issue** which Council needs to consider, develop options and remodel. Should Council consider **adjusting its capital expenditure program to an affordable level, source additional operating cash flow or reduce operating cash expense**, then additional borrowing could be considered.
- Division of Local Government also highlighted our deficit, low infrastructure renewal, shortfall in maintenance of assets and condition of our assets.

Alternative funding options – new revenues

- Developer contributions – not the saviour.
 - Concentrates on New Infrastructure. Council may need to contribute.
 - Council owns ongoing maintenance, running costs and replacement cost into the future
- Grants and contributions from other levels of Government – Not within Council's control and have trended down
- Regulatory constraints on major income items (e.g. Waste Management)
- Property sales – selling the jewellery to buy the groceries – doesn't fix the fundamentals
- Optimising property returns – Valid. Receiving focus
- Borrow – Limited capacity (T-Corp Report); Ongoing Interest Expense

Council General Fund Income (2012/13 - \$'m) – The constraints



The Options and Impacts

WSC Rates Notice



Wyong Shire Council Rate Notice

ABN: 47 054 613 735
 PO Box 20, Wyong, NSW 2259
 Tel: 7308, Wyong
 Phone: (07) 4350 5555
 Fax: (02) 4351 2098
 Email: wsc@wyong.nsw.gov.au
 Website: www.wyong.nsw.gov.au

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IPAY Biller Code: 5003 Biller Ref.

\$518.73

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Option 1- No increase in rates above the rate peg. Spend Approx \$20m less than required on Capital.

- Won't reduce asset gap or allow for new assets
- Assets continue to deteriorate
- Maintenance costs increase
- Cuts to services needed
- Situation gets worse not better
- Future generations meet the cost

Option 2- Rate increase of up to 9.5% per year for 7 years

- Rate peg is CPI, approx. 6.5% above CPI
- Asset renewal program over 7 years
- Limited spending on new assets
- Back to Rate Peg after 7 years

Option 2 - Why 9.5%? Why 7 Years?

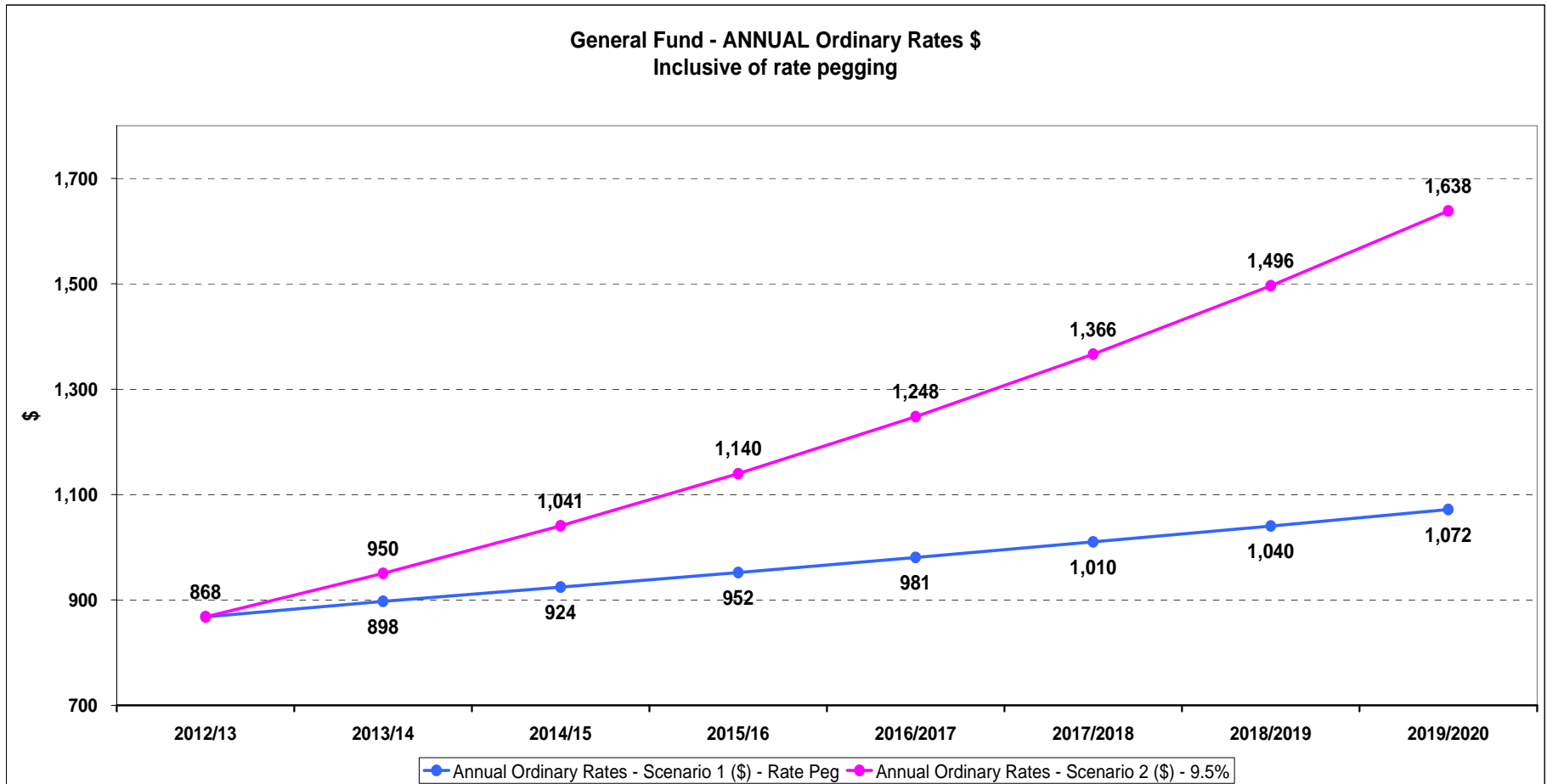
- This is the level of increase required to attract the amount of revenue required to spend on Capital.
- This stops the cash bleed and allows us to realise the plan to improve assets, services and outcomes
- Lower than 9.5% would mean only part of the asset gap could be closed and services would be impacted
- 7 years allows us to spread the burden and is also the maximum number of years IPART will approve

Impact on ratepayers

- Only applies to General Rates
- Option 1- cumulative increase of 23.47% over 7 years
 - Assuming rate peg of 3% per year
- Option 2- cumulative increase of 88.76% over 7 years

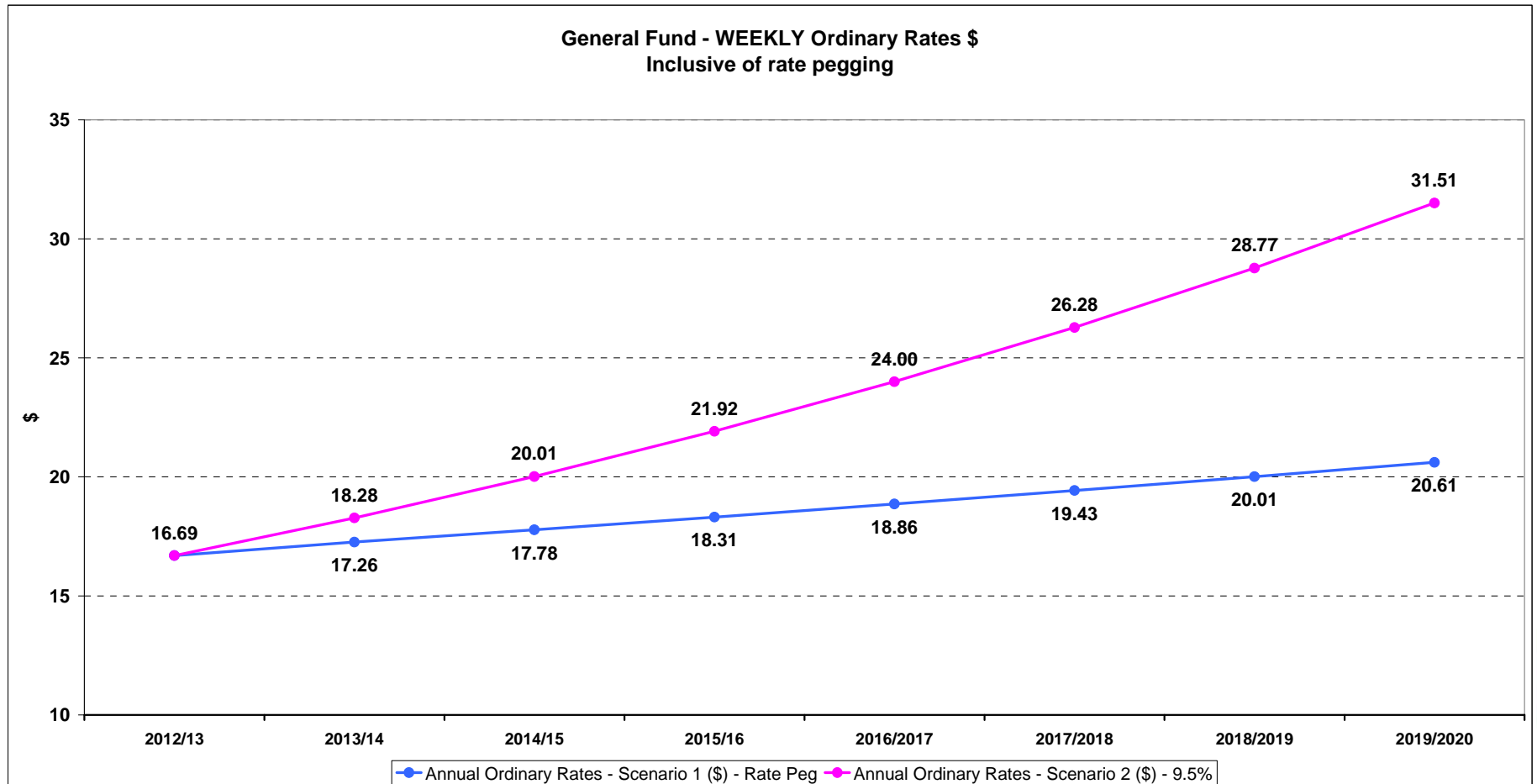
What does this mean to my ANNUAL Ordinary Rates?

Average Ordinary rates - aggregate	2012/13 \$	2013/14 \$	2014/15 \$	2015/16 \$	2016/2017 \$	2017/2018 \$	2018/2019 \$	2019/2020 \$
Annual Ordinary Rates - Scenario 1 (\$) - Rate Peg	868	898	924	952	981	1,010	1,040	1,072
Annual Ordinary Rates - Scenario 2 (\$) - 9.5%	868	950	1,041	1,140	1,248	1,366	1,496	1,638



What does this mean to my WEEKLY Ordinary rates cost?

Average Ordinary rates - aggregate	2012/13 \$	2013/14 \$	2014/15 \$	2015/16 \$	2016/2017 \$	2017/2018 \$	2018/2019 \$	2019/2020 \$
Annual Ordinary Rates - Scenario 1 (\$) - Rate Peg	16.69	17.26	17.78	18.31	18.86	19.43	20.01	20.61
Annual Ordinary Rates - Scenario 2 (\$) - 9.5%	16.69	18.28	20.01	21.92	24.00	26.28	28.77	31.51



IPART Criteria

- Community capacity to pay (also a major consideration for Council)
 - Demographic of ratepayers and residents
 - Council initiatives to assist hardship cases
- Community willingness to pay
- Council productivity
- Demonstrate a need for a rate increase

Where will the money be spent?

- Aquatic infrastructure
- Lakes and beach foreshores
- Bushfire management
- Community buildings
- Roads
- Footpaths and shared pathways
- Sports facilities
- Town centres

Where could services be cut?

- We have asked the community their priorities in stage 1 and again in this stage. It could mean:
 - Roads that are potholed won't get any better, others will start to decline
 - Closing a playground, hall, timber bridge, skatepark because they are unsafe
 - Reducing playing hours on a sporting field
 - It will take longer for staff to answer your call or respond to your request
 - Cycleways and shared pathways will not be upgraded as they deteriorate

Where To From Here

Summary

- A difficult situation, not a popular decision either way
- Council and the community are in this together
- We can't ignore it and keep doing what we're doing
- Either increase rates or cut services
- Your last chance to have your say

What happens next

- Community preferences by 15 February 2013
- Results analysed
- Report to Council 27 February 2013 and decision on whether to submit an application to IPART
- Application to IPART by 11 March
- You have another opportunity to make comment directly to IPART
- IPART decision in June

Time to make your choice

- Forms available tonight
- Fill out tonight or take with you and return by 15 February
- Vote online by 15 February

Thank you

Questions and Answers



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Executive Summary

Background

Over the last 5 years, Council's current level of income has been unable to fund daily operations. Operating revenue (excluding capital grants) has not covered the required operating expenditure to maintain and renew existing assets and levels of service.

This means we have delivered services for the community at the expense of Council's assets, which is not sustainable in the long term as eventually assets will start to critically fail and eventually cost more than if regular maintenance was undertaken.

Council has a plan to bring the budget back to break-even by 2014/15. The first part of that plan for staff to find savings internally through efficiency gains has been completed, with several million dollars worth of savings implemented. There is still a \$10million deficit to tackle, so in order to reduce that over the next 2 years, and remain in a suitable financial situation, Council must find additional income and/or cut services.

Decisions need to be made about future levels of service and the way in which they are funded in order to provide best value services to the community. Our community has clearly identified what some of those priorities are from previous engagement activities, but often this has been done without understanding how that may impact on other Council services and activities.

During 2012, Council is undertaking a comprehensive community engagement process (the Service Standards Review Project) to better understand community service needs and expectations, priorities and preparedness to pay for changes in service levels. It will also help the community to better understand what Council is delivering.

Stage 1 engagement for the Service Standards Review (SSR) will provide a baseline for what the community values in service delivery and what their needs are. Stage 2 will provide information on what different levels of service cost to provide and gauge community support for possible funding options that enable Council to be financially sustainable while providing service levels that meet community expectations.

Ultimately, Council is faced with finding additional income and /or cutting services to achieve financial sustainability. If Council decides to request a special rate variation through IPART as a source of additional income, this engagement process will be a critical factor in the success of an application to IPART. In any case, it is good business practice and will support Council's business planning processes to meet the Division of Local Government's Integrated Planning and Reporting Framework requirements.

Engagement Plan

Council has previously adopted a community engagement framework "Engage Me" which is based on industry best practice. For Stage 1 of the SSR, a Community Engagement Plan was developed using the 'Engage Me' framework. The community engagement process was branded 'Your Place, Your Say, Your Future' and was designed to inform and connect with the community. A summary of the various methods used is set out in the table below.

'Engage Me' spectrum	Description	Engagement modes
----------------------	-------------	------------------

Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	<ul style="list-style-type: none"> • Fact sheets • Paid advertising- Radio and print media • Mayor's column • Emails to community groups and associations • Postcards handed out at railway stations, libraries, child care centres and events. • Posters at community facilities and Council • Council's web-site and social media • Council staff
Connect	To obtain public feedback on analysis, alternatives and/or decisions.	<ul style="list-style-type: none"> • Omnibus surveys • Reputation survey • Online survey
Connect	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	<ul style="list-style-type: none"> • Community workshops

The radio and print media advertising and Mayor's column utilised outlets that cover the whole Central Coast area. Over 1300 postcards were handed out, with the railway stations targeted at peak commuter times in the morning. Over 50 posters were displayed at Council facilities. Council has over 1100 staff and they were asked to spread information via "word of mouth" throughout the community.

The 2012 Omnibus Survey conducted by Central Coast Research Foundation interviewed 415 Wyong Shire residents, Council's Online survey attracted 112 responses and 37 people attended the 3 community workshops. A staff workshop was also held which attracted 35 staff who are residents/ratepayers. The demographics of the 184 residents who participated in Council's Online Survey and the 4 workshops were:

Age 18-24	5
Age 25-34	17
Age 35-49	63
Age 50-64	65
Age 65+	33
Not specified	1
Grand Total	184
Male	84
Female	99
Not specified	1
Grand Total	184
Number of suburbs represented	38

Prior to the SSR, a Reputation Survey was carried out in March 2010 (500 residents) and an Omnibus Survey in September 2010 (153 residents). Information gained from all these sources was used in the analysis of trends and community preferences.

The analysis was also informed through the significant amount of community consultation Council has carried out in recent years. Examples include Quality of Life Survey, telephone and online customer satisfaction and reputation surveys, workshops, forums, world cafes and other activities for the Youth Engagement Strategy, Community Plan, Learning Communities Strategy, Community Facilities Review and On-Road Bicycle and Shared Pathways Strategy. In preparing its Community Strategic Plan in 2009, Council undertook extensive and in-depth community consultations in 2007 and 2008, where more than 3500 residents participated in various forms of consultation for a number of different Council strategic programs.

Analysis of the data.

The engagement process has identified community opinions about the Principal Activities and services that Council provides. In conducting the value analysis, one of the key issues to consider was that the various engagement modes provided diverse information to the respondents. The higher the level of engagement, the greater the extent of information available to participants, which then influences the survey results. For example, residents attending the community workshops were given a presentation of Council's situation and had the opportunity to question Council senior staff. This improved their level of understanding about the issue of balancing the needs and wants of our diverse community. Consequently, the results of the workshops would reflect the degree of that engagement.

'Key controls' have been used to normalise this situation and compare the results of the different modes of engagement. Water and Sewerage was not included in the engagement process due to the proposed transition to the Central Coast Water Corporation.

Key Results.

What the Community Values Most

Ease of access to services
Quality/affordable/reliable services
Good governance, efficiency, equity in provision of services
Sustainability- both environmental and financial
Services which provide community benefit and promote community spirit

Principal Activities- Relative Importance and Satisfaction with the current level of service.

High-Roads and Drainage, Governance
Medium- Environment, Community Recreation, Community Education, Waste, Economic and Property Development
Low-Regulatory and Compliance
Satisfaction Level – Medium to low for all of the above.

Service Preferences

There is consistently strong support for greater focus and investment of more resources on Roads and Drainage, Community Education, Community Recreation and Environment. Over 50% of respondents to the Reputation and Omnibus Surveys were willing to pay from 25c to \$2 per week extra in rates to fund an expanded program for public works, environmental works and community development programs.

Using the data.

The engagement to date is just the starting point for levels of service planning. At this stage, neither the cost of rendering the service nor Council's capacity to provide that level of service has been factored into the discussions and analysis. Community members do not always understand the full extent of Council services being provided, so issues such as legislative requirements have also not been fully considered. However all these factors do not influence the Value definition exercise and are only relevant in the subsequent steps of the levels of service planning process.

That begins with a series of facilitated workshops involving all the Service Unit Managers during August. This involves an interpretation of the level of current service provision, taking into account the results of Stage 1 engagement and considering other factors such as legislative requirements. This leads to financial modelling of the baseline level of service provision and provides draft scenarios for 1) no increase in rates/other income and reduction of services equal to \$5m, 2) increase in rates/other income to cover operational deficits and maintain current service levels, 3) a greater increase in rates/other income to enhance services. Descriptions of what actual services can be provided for each scenario will be developed.

The next step is to further test those scenarios using a Deliberative Working Group (DWG) of 24 community members, proposed to be sourced from Council's resident E-Panel. They will work through 2 facilitated sessions to learn about the service level funding scenarios and provide informed community feedback on each of the draft proposed funding options, including guidance on:

- likely impact on the community of the various options
- advantages and disadvantages of each
- areas needing further consideration by Council (for example, how to minimise impacts)
- things Council may have missed, ways to improve the options
- the validity of assumptions underlying each of the funding options

The DWG will also provide input as to the draft option they prefer.

If Council then decides to seek further detailed community engagement on the scenarios with a view to a Special Rate Variation (SRV) application to IPART, the information from the DWG process will be a critical element of that engagement. If Council does not wish to proceed towards an SRV, the information will still be used in the development of the 2013-17 Strategic Plan.

Stage 1: Understanding What We Value

Section 1: Legislative context and Current State of Play

1. Introduction

This report details our process of understanding what Wyong Shire residents value the most regarding the services that Council provides.

The process diagram below depicts each of the main steps in this report. The process diagram highlights which of these steps we are discussing as we progress through the section.



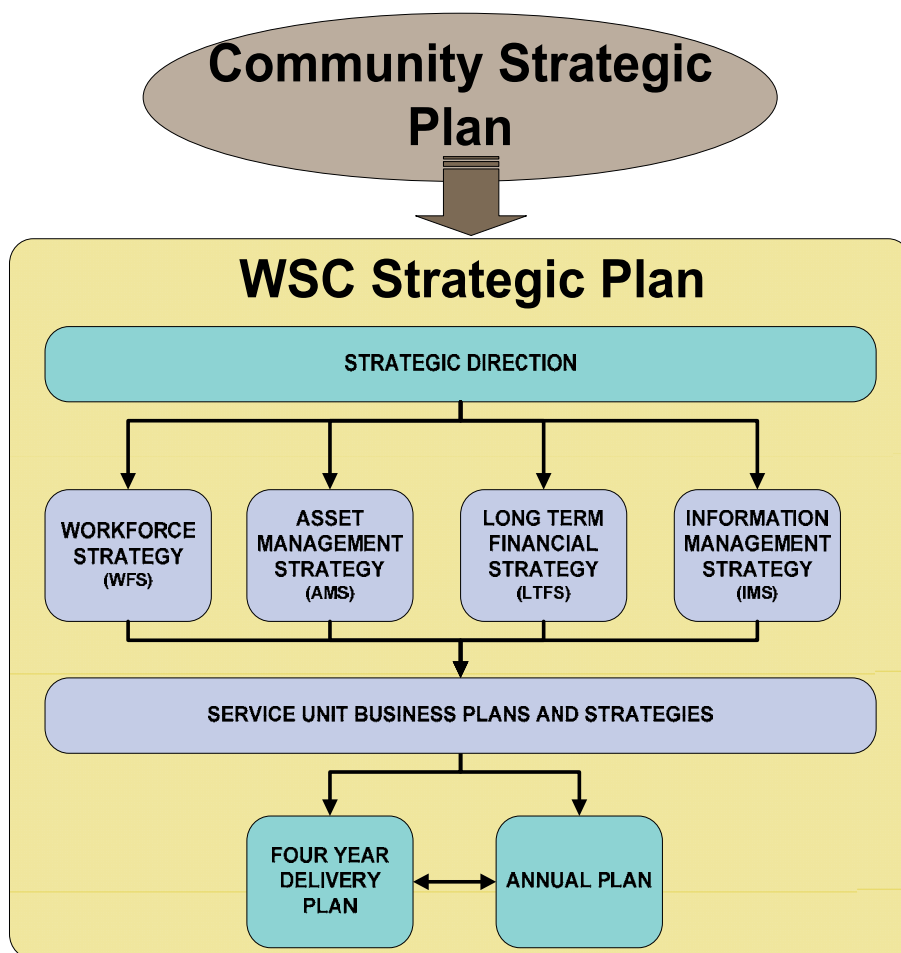
1.1 The Legislative Context



The New South Wales (NSW) Department of Local Government (DLG) introduced the Integrated Planning and Reporting (IP&R) framework that transformed the manner in which Councils carry out their planning. IP&R framework requires Councils to:

- approach their planning with a service delivery focus
- define community vision and priorities and a set of strategies to realise that vision
- achieve greater integration between the individual resourcing plans - assets, finance, and workforce.

In implementing the IP&R framework Council has adopted the following integrated planning approach:



The Community Strategic Plan is led by Council, however it is the vision the community have for the community. Council's Strategic Plan organises Council services into Principal Activities and drives the Delivery Plan (4-year) and Annual Plans. These plans are informed by the Resourcing Strategy, which focuses on assets, people, financial and information technology. In a sign of the importance of the Environment to the Shire, the Local Environmental Plan also informs Council's integrated planning.

1.2 Best Practice Community Engagement Framework



Council's Community Engagement Framework

Council's has adopted 'Engage Me' - a community engagement framework – that builds on the best practices of the International Association for Public Participation (IAP2) and other organisations while addressing the local requirements of a community engagement framework. IAP2 is widely recognised as the pre-eminent international organisation for promoting and advancing the practice of public participation. The practices endorsed by the IAP2 are industry best practice in the fields of public engagement and community consultation.

'Engage Me' is the framework that provides the policy direction, strategy, plans and resources to ensure a consistent approach to engaging and communicating with the people that live, learn, do business and visit the Wyong Shire. It is designed for both internal and external engagement and will be a fundamental component of all project and service planning. The strategy is designed to provide opportunities for different groups to participate in different ways.

'Engage Me' relates to the many programs, services and activities and is applicable to both internal and external engagement and the relationship between the two.

Under 'Engage Me', Council will apply the following principles in planning, conducting and participating in community consultation activities:

Principles	What it means
Listen	to the needs and aspirations of the community
Understand	the opinions, views, issues and interests and be consistent in the approach to engagement
Respect	the barriers, values and rights of each individual and be open and clear about what you are asking
Respond	be genuine, consider and value the input and close the loop with feedback
Learn	from each other, value strengths and build relationships with trust and integrity

'Engage Me' framework also sets out the various ways in which Council will engage with the community, which are:

Engagement Mode	What it means
Inform	To provide information, educate or give advice to the community to let you know what happened or why we are doing something
Connect	To seek feedback about attitudes, opinions and preferences that will assist Council in its decision making
Engage	To partner and collaborate with the community on issues affecting the Wyong Shire area

Having a bespoke community engagement framework that meets the requirements of the Shire enables Council to understand better what the community values, what are their aspirations and what are their priorities as they relate to Council services.

Community engagement is the key mechanism that helps to identify local values and local needs that form part of the information to Council when making decisions.

2. Prior community engagement outcomes



Background

Council has a continuing history of engagement with its local community and key stakeholders to understand their vision, aspirations and priorities. This has been achieved through a range of processes from Quality of Life Survey, telephone and online customer satisfaction and reputation surveys, to workshops, forums, world cafes and other activities for the Youth Engagement Strategy, Community Plan, Learning Communities Strategy, Community Facilities Review and On-Road Bicycle and Shared Pathways Strategy to name a few.

The following information relates to some of these prior engagement outcomes and results to provide some context on the community's long term objectives, satisfaction with services and activities and areas of priority and concern.

2.1 Community Strategic Plan 2030

In 2009, Council released the Community Strategic Plan [2030] ('CSP') that outlined the Shire's Strategic Vision (SSV). The Strategic Vision provides a direction for the future of the community, and focuses on the long term benefits to the community.

Mode

In preparing its CSP, Council undertook extensive and in-depth community consultations in 2007 and 2008, where more than 3500 residents participated in various forms of consultations for a number of different Council strategic programs. These consultations were used as a basis for the SSV program. A wide variety of consultative techniques were used including face-to-face surveys, photographs, children's art projects, telephone surveys, feedback following public meetings and early morning surveys of commuters. These took place across a range of ages and social groups.

Information used in the SSV was derived from consultations relating to:

- Wyong Shire Council Community Plan 2008-2013
- Quality-of-Life survey
- Sustainability Decision Making Framework
- Youth Advisory Survey
- SSV Surveys

Council formed three Liaison Groups to guide the development of the Strategic Vision - one each for the community, Council and state government. The Liaison Groups identified more than 100 strategic issues. Using a series of workshops these groups formulated a picture of the best future outcomes that reflected what life could be like if the main issues were actively addressed. The Liaison groups also identified the relationships between the community's issues and defined 22 objectives for the future.

This draft Vision document was subject to an extensive community engagement during June and July 2009 with more than 1,000 residents providing their feedback. The final document was formally adopted by Council in 9 September 2009 as the vision the community have for the Shire.

Results

The outcome of the community engagement process was a CSP document that:

- Outlined the Community Vision
- Defined the Vision Principles
- Identified key objectives and strategies to achieve the objectives
- Council's and other stakeholders role and services in achieving the objectives

Wyong Shire's Community Vision is-
Creating Our Ideal Community: caring.....prosperous.....sustainable.

In arriving at these strategies, the CSP defined its Vision Principles – the basic, guiding principles that express important underlying assumptions and describe the fundamental ways in which the Vision can be achieved, no matter what future objectives and strategies are pursued.

The Vision Principles are:

- Government is conducted with openness and transparency involving the community in the decisions that affect it
- All three levels of government work closely together
- There is environmental, social and economic sustainability
- There is fiscal responsibility

Based on community engagement feedback, the CSP identified 8 priority objectives for the community, which are as below:

Objective	What it means to community
-----------	----------------------------

Communities will be vibrant, caring and connected	This will help residents to interact in a positive manner, build relationships and participate locally
There will be ease of travel	This will improve access within, around and out of Wyong Shire and allow travel options
Communities will have a range of facilities and services	This will encourage connected and sustainable communities
Areas of natural value will be enhanced and maintained	This will protect natural resources and ecosystems and retain a high quality of natural amenity
There will be a sense of community ownership of the natural environment	This will lead to community appreciation of the natural environment and create personal involvement and alliances that will maintain and improve the amenity and sustainability of our natural ecosystems
There will be a strong sustainable business sector	This will provide sustained growth in local jobs and ensure a strong business sector able to withstand financial downturns
Information and communication technology will be world's best	This will allow local businesses to compete on an equal footing with the rest of the world
The community will be educated, innovative and creative	This will lead to residents valuing lifelong learning, strengthening community and participation and lead to a skilled local workforce. For many this will generate income and attract businesses.

For each of the above objectives, the CSP identified a number of strategies to achieve the intended outcomes. In recognition of the role played by other agencies in achieving the Vision, the CSP also identified and listed the strategies adopted by other agencies (e.g. NSW Government) that influence the Wyong Shire.

In response to this Council also defined its activities and services to deliver on the objectives of the CSP, which are:

Council's Service	What each Service does
Community and Education	Community services, programs and events; education; culture; libraries; childcare; customer contact; community engagement
Community Recreation	Recreation facilities; natural areas; open spaces
Economic and Property Development	Economic development; creating employment opportunities; developing sustainable income streams for Council
Council Enterprises	Child care and education; holiday parks;
Regulatory	Land use controls; building certifications; environmental protection; animal care; road safety and essential public health functions
Environment and Land Use	Natural environment
Waste Management	Domestic and commercial waste processing and disposal; landfill;
Roads	Roads; bridges; traffic management; relevant traffic infrastructure
Drainage	Collection, transmission, treatment and discharge facilities for stormwater
Sewer Services	Storage, collection, treatment and disposal facilities for sewerage
Water Supply	Collection, storage, transportation, treatment and distribution of water
Administration	Council's internal services - governance and statutory compliance; finance; human resources; corporate information, asset management, plant, fleet and depot services

2.2 Reputation Survey (2010)

In 2010, Council took a different approach to its annual communication survey to incorporate a Reputation Project that was grounded on the assumption that before a council can improve its reputation they need to understand what factors contribute most to that reputation. Applying this framework, the survey questions were designed to measure perceptions about 'quality of services' and 'value for money' among Wyong Shire residents. Council engaged communication specialist MichelleB Communications to conduct the survey with a view to improving the information Council has to better manage its reputation.

The **first** part of the survey focused on measuring how Council keeps its community informed about activities and services.

The second part of the survey was based on the principles of 'The Reputation Project'. Generally, perceptions of 'quality of services overall' and 'value for money' were the two most significant drivers of satisfaction for local residents. This information was used to inform planning in relation to services and activities.

Mode

Micromex conducted a telephone survey of a representative sample of 500 residents during January 2010. Respondents were selected by a computer-based random selection process using a residential phone database.

Respondents had to be above 18 years of age and to ensure a representative sample, a 'call back' procedure was adopted.

The sample of 500 residents provided a sampling error of +/- 4.4% at a 95% level of confidence. The demographic profile of the survey sample was generally consistent with the demographic profile of the Shire utilising 2001 census data.

Age Range	
18 - 34	135
35 - 54	177
55+	187
Total	500
Male	217
Female	283
Total	500

Results

The survey results are given in the table below:

Perception Questions

Survey question	Strongly Disagree or Disagree	Neither	Agree or Strongly Agree
Wyong shire is a good place to live	4.2%	28.2%	67.7%
Satisfied with the standard of services provided by Council	11.7%	47.8%	40.5%
Satisfied with the behaviour of the elected Councillors	18.1%	52.2%	29.7%
Wyong Shire manages its finances well	28.3%	53.9%	17.9%
Satisfied that services provided by Council represent value for money	29.3%	48.4%	22.3%
Satisfied with the performance of the elected Councillors	24.3%	52.9%	22.9%
Satisfied with how Council consults with community on issues	32.7%	43.5%	23.9%
Neighbourhood is well looked after by Council	29.9%	39.9%	30.1%

Those respondents who were dissatisfied with the standard of services provided by Council were also asked to identify those services they were most dissatisfied with, resulting in the following responses :

Road maintenance	37	63.8%
Footpath maintenance	14	24.1%
The cost of Council rates	10	17.2%
The increase in Council rates	10	17.2%
Facilities for children and young people	7	12.1%
Kerb and guttering	6	10.3%
Lack of response to requests	6	10.3%
Maintenance of trees and green areas	6	10.3%
Garbage collection services	5	8.6%
Generally dissatisfied	4	6.9%
Maintenance of our waterways	4	6.9%
Social problems in the area	4	6.9%
Street cleaning	4	6.9%
Lack of footpaths	3	5.2%
Other	33	56.9%
Total	58	100.0%

Based on grouping of three Council programs, respondents were asked about willingness to pay in relation to investment in improving these program areas.

Survey question	Weekly amt \$1-\$2	Weekly amt \$50c - \$1	Weekly amt \$25c - \$50c	Weekly amt Nothing at all	Total
Willingness to pay for: Public works program	27%	25%	18%	30%	100%
Willingness to pay for: Environmental works program	23%	24%	23%	30%	100%
Willingness to pay for: Community Development program	19%	24%	27%	31%	100%

Note: The above results are an extract from MichelleB Communications' Reputation Survey 2010 report. Percentages have been rounded off

2.3 Central Coast Omnibus Survey (2010)

As a follow-up to the Reputation Survey, Council used the Omnibus Survey conducted by Central Coast Research Foundation (CCRF) to assess community opinion regarding investment of Council resources.

Mode

This was a telephone survey conducted in August-September 2010 by CCRF using their computer-aided interviewing system. There were a total of 307 respondents from randomly selected households throughout the Central Coast, with landline telephone connections.

Respondents had to be aged 18 and above to participate in the survey. In order to obtain a more representative sample, the survey did not use quota sampling 'without call back'.

The statistical accuracy was +/- 5.8% for a 95% confidence level for a sample size of 300.

Survey Demographics

Male	47.3
Female	52.7

18-24 years	10.4
25-34 years	14.2
35-49 years	27.7
50-64 years	23.6
65+ years	24.2

Paid full-time employment	39.6
Paid part-time/casual employment	18.6
Looking for paid employment	2.5
Full-time/part-time student	5.2
Home duties	3.7
Pensioner/retired	30.1
Refused	0.1

LOCAL GOVERNMENT AREA OF RESIDENCE	
Gosford	50.3
Wyang	49.7

Results

The survey question was designed to gauge community response to which areas should Council be spending money on.

The survey results are given in the table below:

Survey question	Overall % of respondents
Council should invest more resources in:	
- Better maintaining roads, bridges, footpaths and cycleways	49.7%
- Slightly more maintenance across a range of categories	34.1%
- Better maintaining bushland, lakes and other natural assets	6.4%
- Better maintaining halls, libraries, youth centres, and senior citizens centres	4.3%
- Better maintaining sports facilities, swimming pools, playgrounds and parks	4.4%
- Don't know/refused	1.1%
Total	100%

Note: The above is an extract from CCRF's Omnibus Survey 2010 report.

2.4 State of Play prior to Council's Service Standards Review

It is evident from the data and feedback collected to date that Wyong Shire residents love their area. Residents like the area's beautiful environment, lakes, bushland, recreation and sporting facilities and its proximity to both Newcastle and Sydney. Shire residents like their community to be caring and support opportunities that build and promote their community spirit. Residents like to see their Shire have good amenities such as roads, parks and playgrounds. There is strong support for promoting local development that creates a vibrant local economy and provides job opportunities.

The Shire has and will continue to have a high rate of population growth as more land opens up for residential development. The NSW Government has identified Wyong Shire as one of the areas to absorb part of the population growth in the greater metropolitan area. This places continuing pressure on Council to provide a higher number and level of services to the community. Other factors which are impacting Council's financial and service capabilities are:

- Increase in Council's cost base over and above the Consumer Price Index (CPI) – in most years, the allowable rate pegging increase was less than the increase in the cost of providing services. At the same time, Council has had to maintain many more assets and older assets and there has been increased legislative responsibilities.
- Shifting of responsibilities from other levels of government (cost shifting) – over a number of years, other levels of government have added to the roles of Council in providing services without fully funding the additional cost, for example emergency services, collecting waste levies, weed management.
- Waste management legacy issues – Council has significant legal obligations regarding past waste activities on community owned lands. In recent years, Council has commenced rehabilitation of closed landfills and has estimated it will cost a further \$50 million (2012/13 Budget estimate) to complete the remediation of these sites
- Asset maintenance – A key challenge for Council has been to determine how best to sustainably balance investment in new asset intensive services against the need to maintain existing services at levels of cost and quality which are acceptable to the community.

For Council this has meant a deteriorating financial position over time with the last five years demonstrating Council's current level of income is unable to fund daily operations. Operating revenue (excluding capital grants) has not covered the required operating expenditure to maintain the existing assets and levels of service. Additionally, Council cannot fund the required maintenance and renewals of existing assets.

This means that over the last five years it has **cost Council \$103 million more than it generated in income**. During this time Council has been unable to fully finance required asset maintenance, so this means we have delivered the services for the community at the expense of the Council's assets. This financial position is not sustainable in the long term as eventually assets will start to critically fail and eventually cost more than if regular maintenance was undertaken.

Council has a long term financial plan to bring the budget back to break-even by 2014/15. The first part of that plan for staff to find savings internally through efficiency gains has been completed. Council carried out a Service Delivery Review in 2010 which realised savings such as: one-off savings of \$2.165 million in Plant/Fleet costs; \$300k annually in reduced legal costs; \$1 million in reduced staff costs; \$250k annually in reduced use of consultants. Continued focus on efficiency gains have reduced our energy costs, made better use of in-field technology and reduced the cost of major items like road maintenance. Our goal is to further reduce the deficit so Council's budget breaks even by 2014/15. However we will still have a \$10million deficit to tackle, so in order to reduce that over the next 2 years, and stay in a suitable financial situation, Council must find additional sources of income and/or cut services to the value of \$5m each year.

We need to provide the best level of services across the most appropriate areas at the least cost to current and future rate payers, so decisions need to be made about future levels of service and the way in which they are funded. Our community have clearly identified what some of those priorities are from previous engagement activities, but often this has been done without understanding how that may impact on areas of Council services and activities. A robust conversation is needed to help us understand what they value the most and for the community to understand what Council is delivering, before we start to determine what these levels of service will be. Councillors and staff are taking a positive approach to the opportunities and difficulties which lie ahead and are seeking community input into desired service levels. The aim is to provide Council services cost-effectively and to a standard that our community believes offers value for money.

Section 2: Value Analysis

1. Service Standards Review 2012 (Stage 1)



While Wyong residents love their area and value much of what it has to offer, Council is faced with the situation of how best to meet community expectations while being financially sustainable into the future. To address this, Council formally resolved in November 2011 to commence consultation with the community on the 2012-2016 WSC Council Strategic Plan including defining the Four Year Delivery Plan service levels and community priorities. The General Manager was authorised to engage an independent specialist to develop a Community Engagement Program and conduct a series of activities, including a Community Survey, in keeping with Council's Community Engagement Strategy, to determine the communities needs, service priorities, desired levels of service, and preparedness to pay for services.

This is the Service Standards Review (SSR) Project which commenced in April 2012 with the objective of reviewing all services to determine what level of services is most appropriate and affordable to community in the long-run. It is a two-staged engagement process to assess community needs, service priorities, desired levels of service and the preparedness to pay in order to achieve targeted annual change in services / service levels.

This community engagement program identifies a series of consultations to occur with the community and provide information to inform the priorities in the 2013-2017 Wyong Shire Council Strategic Plan and to provide feedback to the community from the consultation.

As Council already has significant annual under-funding of recurrent expenditure (2010/11 operating deficit of \$17.4 million, 2011/12 budgeted operating deficit of \$14.9 million), the challenge is to manage community expectations around what is affordable. This also represents the opportunity for the community to identify services they see as discretionary which Council should reduce to save costs / or divert money to more important services, or cease.

In order for Council to undertake this engagement work, a clear understanding of actual costs of services and the pricing policy attached to each service is required.

The initial phase will include an engagement process which will provide a baseline for what the community values in service delivery and what their needs are. To ensure that the community outcomes are actionable by Council, this will be followed by a second stage identifying what different levels of service cost to provide and asking the community for feedback on what they are prepared to pay for different services. The information gained will be used to report back to Council for decisions on future service levels and funding options.

Understanding what community values is a key step in understanding community expectations and priorities and informs the levels of service planning process.

2. Community Engagement Process in the Service Standards Review

In undertaking the community engagement exercise for this project, Council developed a Community Engagement Plan using the 'Engage Me' framework. The community engagement process was branded 'Your Place, Your Say, Your Future' and was designed to allow residents the opportunity to express what Services are of value to them and to provide them with some understanding of what

Council actually provides so that Council can continue to provide the right level of service to meet community needs.

A summary of the various modes of community engagement and their ranking on the IAP2 Spectrum and Council's 'Engage Me' framework is given in the table below:

IAP2 Scale	'Engage Me' spectrum	Description	Engagement modes
Inform	Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	<ul style="list-style-type: none"> • Fact sheets • Paid advertising- Radio and print media • Mayor's column • Emails to community groups and associations • Postcards handed out at railway stations, libraries, child care centres and events. • Posters at community facilities and Council • Council's web-site and social media • Council staff
Consult	Connect	To obtain public feedback on analysis, alternatives and/or decisions.	<ul style="list-style-type: none"> • Omnibus surveys • Reputation survey • Online survey
Involve	Connect	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	<ul style="list-style-type: none"> • Community workshops

The individual modes of engagement, their tools and methods, the results and analysis are described in the rest of this Section. A copy of the Engagement Plan and Media Plan is attached to this report.

3. Community Engagement Process: Modes and Results



3.1 Inform level of public participation

The following community engagement modes fall under the Inform level of community consultation on the IAP2 scale. This level was to both provide information on how the community could have their say and to raise awareness of what Council services and activities are actually provided.

Mayor's Column and media releases

The purpose of Mayor's Column is to raise community awareness of the engagement process, Council's reasons for undertaking it, and to seek community involvement in the process.

The Mayor's Column appears weekly in the Central Coast Express Advocate (a major local newspaper circulating across the Shire) and smaller local community-based publications, while media releases are sent to Newcastle Herald, Daily Telegraph and The Sydney Morning Herald.

The Mayor's column contained information on Council's situation, the need for community input to service levels, and how community can be involved in the engagement process (i.e. times and locations for community workshops, and online survey details).

Factsheets

Factsheets were used to provide more specific details on Council's situation, what Council is doing about it and why, and what the community's role is in service level planning.

Fact sheets were distributed at the three community workshops to inform the attendees and enabling them to share these factsheets with others such as community groups, sporting associations, family and friends. The fact sheets contained information about Council's situation, explanation of Council's Principal Activities, the need for community input to service levels, and how to be involved.

Paid Advertising

The purpose of paid advertising was to raise community awareness of the engagement process and Council's reasons for undertaking it, and to seek community involvement. Paid advertising was undertaken in all major local newspapers circulating across the Shire as well as local radio stations covering the Shire.

The advertisements contained information on Council's situation, the need for community input to service levels, and how community can be involved in the engagement process (i.e. times and locations for community workshops, and online survey details).

Council staff

The purpose of this mode was to raise staff awareness of the engagement process, Council's reasons for undertaking it and to seek staff involvement. As a high proportion of Council's 1100+ staff are residents/ratepayers, this was another opportunity to get the message out to the community. Many Council staff also have a high level of contact with the community as part of their normal duties.

Information disseminated to staff related to Council's situation, the need for community input to service levels, and how community can be involved in the engagement process (i.e. times and locations for community workshops, and online survey details), and to seek their involvement.

Council website and intranet

Council website and intranet was another method to raise awareness of the engagement process and Council's reasons/need for undertaking it, and to seek community involvement.

Information on the website and intranet related to Council's situation, the need for community input to service levels, and how community can be involved in the engagement process (i.e. times and locations for community workshops, and online survey details).

Councillors Update

The purpose of this mode was to keep Councillors aware of and involved in the engagement process, seek their support in promoting it through their various community networks.

The update contained information on how community can be involved in the engagement process (i.e. times and locations for community workshops, and online survey details), and seeking Councillor support in promoting the engagement process.

Postcards

The purpose of using postcards was to raise community and staff awareness of the engagement process and seek their involvement. In particular it was adopted to reach a high number of commuters who may not otherwise have heard about the engagement process.

More than 600 postcards were distributed at Wyong and Tuggerah railway stations, 700+ distributed to libraries, child care centres and community/sporting events.

Information in these postcards related to how community could be involved in the engagement process (i.e. times and locations for community workshops, and online survey details), and seeking community involvement in the engagement process.

Email to Council committees, community groups, sporting and cultural associations, other networks

The purpose of using email was to raise community awareness of the engagement process, Council's reasons for undertaking it and seeking their involvement.

Council Managers were provided with an email to send onto their various community contacts.

These emails provided information on how community could be involved in the engagement process (i.e. times and locations for community workshops, and online survey details), and seeking community involvement in the engagement process.

Posters

The purpose of using posters was to raise community awareness of the engagement process and seek their involvement.

More than 50 posters were distributed to libraries, child care centres and community/sporting facilities.

Information in these postcards related to how community could be involved in the engagement process (i.e. times and locations for community workshops, and online survey details), and seeking community involvement in the engagement process.

Social media

The purpose of using Facebook and Twitter was to raise community awareness of the engagement process and seek their involvement.

Information on these sites related to how community could be involved in the engagement process (i.e. times and locations for community workshops, and online survey details), and seeking community involvement in the engagement process.

Results

These modes of engagement are intended to inform the community of Council's situation, the details of different engagement modes, and seek community involvement in the engagement process. As this is an information dissemination exercise there are no results to be analysed.

3.2 Consult level of public participation

The following community engagement modes fall under the Inform level of community consultation on the IAP2 scale. The Consult level of public participation is designed to get community feedback on Council services, ascertain their priorities and expectations and feed that input into Council Services.

3.2.1 Methods and Results

Omnibus Survey 2012

Council used the Central Coast Domestic Omnibus Survey, conducted by the Central Coast Research Foundation (CCRF), to determine the community's feedback towards three main questions:

- Preferences for Wyong Council expenditure
- Willingness to pay for expanded Council works programs
- Rating of Wyong Council and services

These questions were comparative to the questions asked in the Omnibus Survey 2010 and Reputation Survey 2010, the purpose was to allow comparisons over the 2 years.

The survey was conducted in March-April 2012 on a 415 randomly selected households, with landline telephone connections, from the Wyong Local Government Area. The survey was administered on CCRF's computer aided telephone interviewing (CATI) system.

Respondents had to be 18 years and above. To ensure better representation of the random sample, the survey did not use quota sampling without 'call back'.

The statistical accuracy of the survey was +/-5.8% for a 95% confidence level for a sample size of 300.

Survey Demographics

March 2012 Central Coast Domestic Omnibus Survey – Wyong	%
Male	47.3
Female	52.7
18-24 years	10.3
25-34 years	14.7
35-49 years	27.3
50-64 years	23.1
65+ years	24.6
Paid full-time employment	34.7
Paid part-time/casual employment	19.9
Looking for paid employment	1.5
Full-time/part-time student	4.2
Home duties	6.7
Pensioner/retired	32.8
Refused	0.2
LOCAL GOVERNMENT AREA OF RESIDENCE	
Wyong	100

Results of Omnibus Survey 2012

In the tables below, we depict the overall survey results. For detailed survey results, please refer to the Charts in Appendix I.

Survey question	% of respondents
Council should invest more resources in:	
- Better maintaining roads, bridges, footpaths and cycleways	51.3%
- More money into services such as waste, libraries, animal care, childcare, environmental programs, lifeguards, compliance, sports development, community development	14.2%
- Better maintaining bushland, lakes and other natural assets	11.7%

- Slightly more maintenance across a range of categories	9.6%
- Better maintaining sports facilities, swimming pools, playgrounds and parks	8.1%
- Better maintaining halls, libraries, youth centres, and senior citizens centres	3.6%
- Don't know/refused	1.5%
Total	100%

Survey question	Mean Rating	Weekly amt \$1-\$2	Weekly amt \$50c - \$1	Weekly amt \$25c - \$50c	Nothing at all	Don't know / Refused	Total (Weekly amt)
Community willingness to pay for:							
- Public works	2.6	27.4%	18.4%	9.1%	39.0%	6.1%	100%
- Environmental works	2.9	20.1%	17.4%	10.9%	44.8%	6.8%	100%
- Community Development	2.9	15.5%	19.0%	15.4%	42.2%	8.0%	100%

Note : The mean importance ratings represent the average level of importance using the specified 4-point scale where 1 is \$1 to \$2 , 2 is 50 cents to \$1, 3 is 25 to 50 cents and 4 is nothing at all. Therefore, the closer the mean is to 1, the greater the weekly amount residents were prepared to pay for the specified works program. Note: don't know/refused responses are not included in calculating the means.

Survey question	Mean Rating	Strongly Disagree or Disagree	Neither	Agree or Strongly Agree	Don't know /Refused
Wyong shire is a good place to live	4.3	4.5%	7.1%	88.3%	0.0%
Satisfied with the standard of services provided by Council	3.1	31.4%	20.0%	47.6%	0.9%
Satisfied with the behaviour of the elected Councillors	2.9	27.7%	31.8%	30.3%	10.2%
Satisfied the services provided by Council represent value for money	2.8	39.1%	21.1%	36.0%	3.8%
Satisfied with how Council consults the community on issues	2.8	37.0%	24.6%	30.7%	7.7%
Satisfied with the performance of elected Councillors	2.7	13.8%	31.7%	20.5%	9.8%
Neighbourhood is well looked after by Council	2.7	45.0%	17.2%	36.0%	1.7%
Council manages its finances well	2.5	36.1%	27.3%	15.2%	21.4%

Note : The mean satisfaction ratings represent the average level of agreement using the specified 5-point scale where 1 is strongly disagree and 5 is strongly agree. Therefore, the closer the mean is to 5, the greater the level of agreement with Council on the specified issue. Note: don't know / refused responses are not included in calculating the means.

Analysis of the survey results follows in the Section: 'Community Engagement- Value Analysis' later in this report.

Council's Online Survey

Council hosted an online survey on its website (http://consultation.wyong.nsw.gov.au/community-engagement/your_say/consult_view) as part of its engagement process.

The survey was open to residents and ratepayers between 17 May 2012 and 04 June 2012. The survey was widely publicised to the community through the media releases, paid advertising in print media and radio, Council's website, information to Councillors and Council staff, postcards and

posters at high profile locations, direct email to community organisations and associations, as well as over Facebook and Twitter.

This prompted 112 responses to a series of questions about Council's Principal Activities and Services. These questions were consistent with the approach taken at the community workshops, focusing on what community values and what the service priorities are. Although some background was provided to give the context for the questions it was obviously not as in depth as the discussions that occurred at the workshops.

Online Survey Demographics

Age 18-24	4
Age 25-34	12
Age 35-49	47
Age 50-64	34
Age 65+	15
Grand Total	112
Female	71
Male	41
Grand Total	112

Results of Council's Online Survey 2012

The following tables present the results of the Online survey in two categories:

Quantitative results – this comprises survey questions where respondents were asked to provide their response(s) from a set of allowed response(s). We provide below the numeric analysis of such survey results

- Qualitative results – this comprises survey questions where respondents were asked to provide their comments or feedback. We provide below the 'Value' definition for these survey results.

Qualitative results: Value definition- How did we define 'Value' statements?

In defining the Value statements, we adopted the approach defined by the National Asset Management Steering Group (NAMS) 2007¹. Community consultations are a mechanism for community to convey in their own words what they feel about different aspects of their lifestyle in the area they live in. Through an analysis of these responses we have identified the outputs or outcomes that community values. The 'Value' definition is therefore our interpretation of what community values.

We provide a detailed explanation of our methodology in Appendix 3.

Online survey 2012: Quantitative Results

¹ Developing Levels of Service and Performance Measures, 2007, National Asset Management Steering Group (NAMS)

Service	Which Service should Council focus on more	Which Service should Council focus on less
Roads and Drainage	48%	3%
Community and Education	16%	15%
Community Recreation	12%	12%
Environment	8%	7%
Economic and Property Development	7%	26%
Governance	4%	18%
Regulatory and Land Use	3%	11%
Waste	2%	4%
Water and Sewerage	0%	4%

Service	Strongly Disagree or Disagree	Neutral	Agree or Strongly Agree	Total
Roads services currently provided meet my needs	72%	8%	20%	100%
Drainage services currently provided meet my needs	49%	20%	31%	100%

Services	Service Areas with relative high importance	Service Areas with mixed importance	Service Areas with relative low importance
Community and Education	Libraries	Child Care	Cemeteries
	Public Toilets		Road Safety Education
	Community engagement		Vacation Care
	Halls and Community Centres		Environment Education Programs
	Community and Cultural Development Programs		Community Leadership programs
	Community Programs (aged, youth, indigenous, etc..)		Communications
	Graffiti Removal		
	Customer Contact		
Community Recreation	Parks, Reserves and Playgrounds	Beach maintenance and cleaning	Landscapes
	Cycleways and Walking paths		Swimming Centres
	Sports and Recreation facilities		Wharves, boats and jetties
	Lifeguards		
Economic and Property Development	Town Centre Planning and Development		Iconic sites – planning and development
	Major projects		Heritage management
			Holiday parks
			Council property management and development
Environment	Foreshores and natural environment	Bushland reserves	Sustainability within Council
	Lakes, beach and foreshore	Coastal management	Conservation areas
	Catchment maintenance		The Entrance dredging
	Bushfire mitigation		Public Trees
	Tuggerah Lakes estuary		LandCare
	The natural environment		Wrack Harvester
Governance	Financial planning and management	Human Resources	Stores, workshops, plant/fleet and equipment, depots and purchasing

Services	Service Areas with relative high importance	Service Areas with mixed importance	Service Areas with relative low importance
	Asset planning	Occupational Health & Safety	Councillor services
	Information Technology	Business planning	Corporate planning
	Transport planning		Legal and risk
	Strategic planning		Floodplains
	Recordkeeping		
Regulatory and Land Use	Public Health	Development Assessments	Animal Control
		Building Certifications	
		Rangers	
		Weed and Pest Control	

Online survey 2012: Qualitative Results

Survey	Value	Translates to (i.e. <i>We Value..</i>)
Community and Education	<i>Aesthetics</i>	Tighter control on graffiti
	<i>Amenities</i>	Upgrade the Lakes Surf Club
	<i>Cleanliness</i>	Clean alleyways
	<i>Community benefit</i>	Improved services for youth (e.g. jobs and skills centres)
	<i>Growth</i>	Improved job opportunities and access for youth
	<i>Responsiveness</i>	Improve library services (e.g. Bay Village and The Entrance libraries printer problems)
Community Recreation	<i>Accessibility</i>	Free access to Council sports grounds for school use
	<i>Good governance</i>	Improved community consultations (e.g. Chinese amusement / historical park at Warnervale)
Governance	<i>Affordability</i>	Council rates are high Tighter control on expenditure
	<i>Efficiency</i>	Better and more effective Council operations Better cost control and management Better cost management Competent economic management Good management and effective planning to improve quality of management in the Shire Improve basic community services Improve roads, footpaths and reduce administration costs (e.g. Council swipe card system) Improved infrastructure, greater spend on frontline services while reducing other areas (e.g. consultants) Keep debt low and focus on basics Reduce spending on services which are underutilised Tighter control on procurement, and properties and projects
	<i>Fairness</i>	Greater focus on west of the Shire Less urban-centric and focused on all areas within Shire Northern part of the Shire must get more funding and shared pathways to suburbs Rates to benefit all areas within Shire
	<i>Good governance</i>	Good level of Council service Improved community consultations (e.g. Owen Ave Wyong) Increased rates to fund more facilities More community representation, transparent decision-making and accountability
Environment	<i>Aesthetics</i>	Improve aesthetic appeal and maintenance around foreshore

Survey	Value	Translates to (i.e. <i>We Value</i> ..)
Waste	<i>Sustainability</i>	Better waste management Keep the green bin
Regulatory and Land Use	<i>Safety</i>	Improved safety for school children through better enforcement of parkings and school zones by Rangers More control over dogs Separate "Dog Parks" to prevent dog attacks on residents
Roads and Drainage	<i>Accessibility</i>	Lesser congestion on roads - Pacific Hwy Lesser congestion on roads - Tuggerah Business park and Mingara Smoother traffic flows on The Entrance Rd (between Wyong road and The Entrance) especially in summer More footpaths Traffic roundabout that makes traffic flow smoother (Awaba Street and Pacific Hwy, Charmhaven)
	<i>Affordability</i>	Better financial decision-making (unlike the Warnervale 1 km of stretch, costing \$15 million) Better financial management More value for money on road maintenance works
	<i>Fairness</i>	More funding to roads in the north of the Shire

Survey	Value	Translates to (i.e. <i>We Value..</i>)
	<i>Quality</i>	<p>Address road flooding (Hamlyn Terrace)</p> <p>Better drainage; better drainage at Anzac Road, Tuggerah</p> <p>Better quality of roads; repairs that are long lasting</p> <p>Better road and drainage condition (Minnesota, Warnervale Roads)</p> <p>Better road and drainage condition (Minnesota, Warnervale, and Louisiana Road)</p> <p>Better road condition (Alison/Yarramalon Road)</p> <p>Better road condition (Bateau Bay)</p> <p>Better road condition (Berkeley Vale)</p> <p>Better road condition (Blue Haven)</p> <p>Better road condition (Elabana Avenue, Chain Valley Bay)</p> <p>Better road condition (Manning Park)</p> <p>Better road condition (Minnesota Road and Link Road)</p> <p>Better road condition (Scenic Drive from Doyalson to Elizabeth Bay Drive)</p> <p>Better road condition (Walu Ave, Budgewoi)</p> <p>Better road condition across the Shire</p> <p>Better road maintenance</p> <p>Better road surfaces (Gavelock Road)</p> <p>Better road surfaces (north of the Shire, Lake Munmorah area)</p> <p>Better roads that are not in shocking condition</p> <p>Better roads and drainage across the Shire</p> <p>Better stormwater drains</p> <p>Better workmanship - road repairs must be long-lasting</p> <p>Less potholes on roads</p> <p>More road repairs required</p> <p>More value for money on road maintenance works</p> <p>Need better kerb and guttering</p> <p>Need kerb and guttering and better road maintenance</p> <p>Prevent flooding (Berkeley Vale, Johnson Road/Anzac Road) through better stormwater maintenance</p> <p>Spend more money on roads</p> <p>Stormwater control to prevent flooding</p> <p>We value good roads and drainage across the Shire</p> <p>Better infrastructure planning to cope with development and population</p> <p>Better roads</p> <p>Better roads condition (reduce spending on Tuggerah estuary)</p> <p>Need better kerb and guttering</p>
	<i>Reliability</i>	<p>Better traffic facilities such as roundabouts</p> <p>Prevent rainwater draining sediments into lake</p>
	<i>Responsiveness</i>	<p>Better roads and drainage maintenance in northern part of the Shire</p> <p>Enforce drainage better</p> <p>Roads that can cope with the volume of traffic</p> <p>Information on Council-managed roads (vis-a-vis NSW Govt) for a better understanding</p>
	<i>Safety</i>	<p>Improved road safety (Bluderidge drive)</p>

Analysis of the above survey results follows in the Section: 'Community Engagement- Value Analysis' later in this report.

3.3 *Involve* level of public participation

3.3.1 Methods and Results

Community Workshops

Council conducted three community workshops and one workshop with staff who were residents as part of its community engagement process for Service Standards Review.

Staff workshop - 21 May 2012 in Council premises.

Community workshops were at:

- Tuggerah on 26 May 2012
- The Entrance on 28 May 2012
- Blue Haven on 30 May 2012

Council has over 1100 staff and a high proportion of them are ratepayers/residents, so their perspective on values and service priorities is important. Many of them also have direct contact with the community on a regular basis, which also helps to spread information about the engagement process. The staff workshops were publicised through internal email, Council's intranet, posters displayed in work locations such as offices, depots, libraries and child care centres, information attached to payslips and direct communication from managers and supervisors.

The community workshops were extensively promoted through media releases, paid advertising in radio and print media, Council's website, information to Council staff and Councillors, postcards and posters at high profile locations, direct email to community organisations and associations, Facebook and Twitter. The workshops were conducted at different community centres in Central, Northern and Southern parts of the Shire. One was held on a Saturday afternoon and the remaining two on week nights.

Each of the workshops involved sessions facilitated by an independent external consultant, where senior Council staff explained key points relating to Principal Activities and services. Attendees then worked through a series of questions to identify their values and service priorities. All information and comments gained at the workshops was taken into consideration during the results analysis.

Workshop Demographics

Age 18-24	1
Age 25-34	5
Age 35-49	16
Age 50-64	31
Age 65+	18
Not specified	1
Grand Total	72
Male	43
Female	28
Not specified	1
Grand Total	72

Community workshops: Quantitative Results

Service Area	Service Areas with relative high importance	Service Areas with mixed importance	Service Areas with relative low importance
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Service Area	Service Areas with relative high importance	Service Areas with mixed importance	Service Areas with relative low importance
Community and Education	Community and Cultural Development programs Customer contact	Halls and Community Centres Public Toilets Libraries Graffiti removal	Child care Vacation care Environment and Education programs Road safety education Precinct and other committees Cemeteries
Community Recreation	Sports and Recreation facilities Cycleways and walking paths	Beach maintenance and cleaning Swimming centres Parks, Reserves and playgrounds	Wharves, jetties and boat ramps Landscapes Lifeguards
Economic and Property Development	Major projects Town centre planning and development	Town centre management Council property management and development	Iconic development sites – development and planning
Environment	Tuggerah Lakes estuary The natural environment	Sustainability within Council Conservation areas Bushland areas Public Trees Coastal management Catchment maintenance LandCare Bushfire mitigation	Wrack harvester The Entrance channel dredging
Governance	Financial planning and management Asset planning (incl. transport planning, floodplain management)	Information Technology Legal and risk Human Resources Business planning Corporate planning and reporting Strategic planning Occupational Health and Safety (OH&S)	Stores and Purchasing; Plant, fleet and equipment; depot; workshops
Regulatory and Land Use		Weed and pest control Public health Building certifications Development Assessments Rangers	Animal control
Roads and Drainage	Road pavement surface Traffic facilities - footpaths, roundabouts, pedestrian refuges Stormwater drainage network (incl. pits/pipes)	Water Quality Improvement Devices Road signs/lines / streetlights Roadside drainage (K & G/Open)	Road Landscaping Bus shelters Car parks
Waste	Rubbish collection	Recycling Green waste Litter collection	Landfills

Community workshops: Qualitative Results

Services	Value	Translates to...
Community and Education	<i>Accessibility</i>	Disabled and less-mobile access Involvement of a wide range of Shire population in engagement
	<i>Affordability</i>	User charges and fees should be based on capacity to pay

Services	Value	Translates to...
	<i>Communication and Consultation</i>	Community engagement Expanded customer contact (covering locations and services)
	<i>Community benefit</i>	Child care has community benefits Community programs are important Development activities as a means for seniors to be socially connected Facilities that allow group meetings Learning places offer an opportunity for learning Libraries being used for a wider range of services Libraries that provide gathering space to community
	<i>Community spirit</i>	A sense of pride within our community Appropriate community facilities Greater (social) access through community centres Pride of place
	<i>Convenience</i>	More amenities in cemeteries Clean and safe public toilets
	<i>Efficiency</i>	Are Cemeteries services better run by private parties Are child care services better provided by private parties Are Council funds spent efficiently (e.g. is there a benefit from environment education and road safety programs) Make Precinct committees more useful One-stop customer contact is more efficient when dealing with Council
	<i>Growth</i>	Infrastructure brings community together More medical centres would be helpful
	<i>Responsiveness</i>	Make rangers more customer-oriented
	Community Recreation	<i>Accessibility</i>
<i>Amenities</i>		Access to parks and open spaces Childrens sport and recreation facilities (Chain Valley Bay and Summerland Point) Cycleways - Improved, safe, and well-connected to recreation areas and transport Parking options which are convenient (e.g. wharf) and less restrictive (e.g. recreation facilities)
<i>Cleanliness</i>		Good maintenance of cycleways (e.g. Chittaway Bay cyclepath)
<i>Community benefit</i>		Access to weekend sport and other recreation activities Greater access to the disadvantaged We value the benefit of Libraries
<i>Community involvement</i>		Places for recreation and social interaction
<i>Community spirit</i>		Boost community spirit
<i>Efficiency</i>		Are lifeguards over-serviced? Control maintenance costs of facilities
<i>Fairness</i>		Sporting facilities to be linked to population (i.e. spread across the Shire) so everyone gets an opportunity to access
<i>Quality</i>		Good recreational facilities
<i>Safety</i>		Lifeguards are a necessity
Economic and Property Development	<i>Accessibility</i>	Better public transportation
	<i>Growth</i>	Local employment opportunities Local employment opportunities especially for youth Make Wyong the area of choice for businesses Promote economic development (e.g. tourism) Removing barriers to economic growth Tourism and events that boost our local economy
	<i>Quality</i>	Town Centre planning that promotes growth and development
Environment	<i>Accessibility</i>	Good cycleways Maintain access to foreshore
	<i>Community benefit</i>	Open spaces and recreation facilities contribute to social interactions
	<i>Growth</i>	Promote economic development (e.g. tourism)

Services	Value	Translates to...
	<i>Quality</i>	Balance development density with natural environment Well-maintained and protected natural environment (e.g. lakes, beaches, coastline) Well-maintained natural environment (e.g. lakes, beaches, coastline) Well-maintained natural environment is our selling point
	<i>Sustainability</i>	Sustainable living within the Shire The Entrance Channel dredging Working with State and Federal governments on environmental issues (e.g. coal mining impact on water supply)
Governance	<i>Accessibility</i>	Plan for an ageing population
	<i>Communication and Consultation</i>	Better information of what Council does; better communication of community vision to community More transparency to ratepayers
	<i>Community benefit</i>	Local employment
	<i>Community spirit</i>	Wyong is a heaven for retirees
	<i>Efficiency</i>	Can plant/fleet equipment be provided by external providers Can we co-operate with Gosford / other Councils in common activities (e.g. purchasing) Reduce risk through sound decision-making Sound financial planning is essential Value for money Value for money - maintain assets at optimum level Value for money options in spending Value for money; identify alternative options which are cost-effective
	<i>Good governance</i>	Expect good governance Focus on the basics Good management is the foundation Leadership More communication of governance functions; more involvement of community Sound administration that ensures rates are steady
	<i>Sustainability</i>	A financially sustainable Council Council plant/fleet to be environmentally friendly
Regulatory and Land Use	<i>Community benefit</i>	We value the residential character of our Shire- protect it
	<i>Efficiency</i>	More efficient DA process and more complying development
	<i>Quality</i>	Planned and sustainable community
	<i>Responsiveness</i>	Building controls that are well managed and not conflicting
	<i>Safety</i>	Control over animals to keep the community safe Protection from dogs/animals Public health and safety Public health and safety - buildings Public health and safety - food and hygiene
Roads and Drainage	<i>Amenities</i>	Better amenities where required (e.g. bus shelters)
	<i>Communication and Consultation</i>	Council engagement with community on road work programs
	<i>Convenience</i>	Ease of travel, less congestion Ease of parking, safe and well-lit, free
	<i>Efficiency</i>	More efficiency of labour used in road works Value for money in road works (e.g. fixing potholes)
	<i>Quality</i>	Better and improved asset maintenance Better, regular road maintenance and upgrading them over the long term Clean culverts Good floodplains management that can cope Good quality and cost-effective pavements Good quality roads with less wear and tear on vehicles Good quality, safe and well-lit footpaths More roadside kerb and gutter Quality stormwater drainage system Strong stormwater drains that can withstand potential intense floods Visual amenity helps motoring experience Well maintained drainage system

Services	Value	Translates to...
	<i>Safety</i>	Footpath for pedestrian safety (Warrigal into The Entrance) Pedestrian safety Poor edges on the road (Boomerang Road) Safe travel
	<i>Sustainability</i>	Treatment of stormwater to improve downstream water quality
Waste	<i>Cleanliness</i>	More public litter bins More public litter bins that are appropriately placed
	<i>Community spirit</i>	More community engagement helps to keep the area tidy
	<i>Efficiency</i>	More efficiency in green waste collection (e.g. less frequent green waste collection?)
	<i>Quality</i>	Keep the 3-bin system Rubbish collection that is reliable, efficient and cost-effective Well managed waste service protects public health Well-managed waste and litter collections
	<i>Sustainability</i>	Greater recycling opportunities to reduce disposal at landfill Keep the garbage service as it is More effort to reduce carbon footprint

Analysis of the above survey results follows in the Section: 'Community Engagement- Value Analysis' later in this report.

3.4 Trend analysis of Results

Community engagements conducted by Council and depicted in the various result tables above yields itself to a trend analysis. Trend analysis enables understanding the manner in which community responses have changed over the trend period (for responses where such a comparison is possible). Our methodology to derive this comparison table is explained in Appendix 4.

We provide below the results of this trend comparison. More detailed tables are provided in Appendix 5.

Survey question	Omnibus Survey 2010	Omnibus Survey 2012	Online survey 2012
Council should invest more resources in (OR) Council should focus more on:			
- Roads and Drainage	49.7%	51.3%	48.2%
- Community and Education	4.3%	3.6%	16.1%
- Community Recreation	4.4%	8.1%	11.6%
- Environment	6.4%	11.7%	8.0%
- Other services / More money into services	NA	14.2%	16.1%
- More maintenance across asset categories	34.1%	9.6%	NA
- Don't know/ Refused	1.1%	1.5%	0%
Total	100%	100%	100%

Note: NA indicates that the survey did not contain that response option.

Respondents were asked to rank their agreement from 1 (strongly disagree) to 5 (strongly agree)

Survey question	Reputation survey March 2010 Mean Rating	Omnibus survey March 2012 Mean Rating
Wyong shire is a good place to live	4.0	4.3
Satisfied with how Council consults the community on issues	2.8	2.8
Satisfied with the behaviour of the elected Councillors	3.1	2.9
Satisfied with the standard of services provided by Council	3.4	3.1

Satisfied with the performance of elected Councillors	3.0	2.7
Neighbourhood is well looked after by Council	3.0	2.7

Survey question	Reputation survey March 2010 Mean Rating	Ombus survey March 2012 Mean Rating
Satisfied the services provided by Wyong Shire Council represent value for money	2.9	3.2
Wyong Shire Council manages its finances well	2.8	2.8

Survey question	Public works program		Environmental works program		Community Development program	
	Reputation survey March 2010	Ombus survey March 2012	Reputation survey March 2010	Ombus survey March 2012	Reputation survey March 2010	Ombus survey March 2012
Willingness to pay:						
- Weekly amt \$1 - \$2	27%	27%	23%	20%	19%	16%
- Weekly amt \$50c- \$1	25%	18%	24%	17%	24%	19%
- Weekly amt \$25c- \$50c	18%	9%	23%	11%	27%	15%
- Weekly amt Nothing at all	30%	39%	30%	45%	31%	42%
- Weekly amt –Don't know / Refused	0%	6%	0%	7%	0%	8%

4. Community Engagement Process: Value Analysis



4.1 Key Controls for Stage 1

Value analysis is the distilling of the quantitative and qualitative results of all the survey modes to summarise what community values. In conducting the value analysis, one of the key issues to consider was that the various engagement modes would be providing diverse information to the respondents. This is because the higher the level of engagement on the IAP2 scale, the greater the extent of information available to participants, which then influences the survey results. For example, residents attending the community workshops were given a presentation of Council's situation and had the opportunity to question Council senior staff. This improved their level of understanding about the issue of balancing the needs and wants of our diverse community. Consequently, the results of the workshops would reflect the degree of that engagement. We therefore use 'key controls' to normalise this situation to be able to compare the results of the different modes of engagement.

Key controls are reference points against which outcomes from various analyses can be interpreted. They are universal reference points that can cut across various survey modes and allow the interpreted data to be compared against each other (i.e. comparing apples to apples).

The key controls for our Stage 1 analysis were:

- An interpretation of what the community values the most (without considering cost)
- An interpretation of what the community is most satisfied with (or would like to see more of)
- An interpretation of what the community is least satisfied with (or would like to see improve)

4.2 Value Analysis

Value Analysis: Omnibus Survey 2012

Key Controls	Analysis
An interpretation of what the community values the most (without considering cost)	<p>Wyong Shire residents overwhelmingly love the Shire and feel it is a good place to live. Residents like the community spirit, natural areas, sports and recreation facilities, and the proximity to both Newcastle and Sydney.</p> <p>Residents expect Council to be responsive to their needs and suggestions. There is a strong preference for the elected Councillors to deliver good governance.</p> <p>Shire residents value a good standard of service in the Shire and their immediate neighbourhood. There is particularly a strong preference for good roads and traffic facilities throughout the Shire.</p> <p>Shire residents value Council to be financially sustainable and well-managed. They expect value for money in the services rendered by Council.</p> <p>The residents have a preference for good quality public infrastructure within the Shire for which there is a general level of support to pay for an levy-funded program of works.</p>
An interpretation of what the community is most satisfied with (or feels is more important and would like to see more of)	<p>Shire residents agree that Wyong is a good place to live. There is a general level of satisfaction with the standard of services rendered by Council.</p> <p>Residents strongly prefer spending on roads, bridges, footpaths and cycle ways, relative to other services. There is some level of support for spending on 'services', and on maintaining bushland, lakes and natural areas.</p> <p>Residents generally support paying for a levy-funded program of works. Among such program of works, community preference is for public works program, relative to environmental and community development programs.</p>
An interpretation of what the community is least satisfied with (or feels is relatively less important and would like to see less of, or would like to improve)	<p>Shire residents have a relatively lesser preference for Council spending on :</p> <ul style="list-style-type: none"> • halls, community centres and libraries • sports facilities, swimming pools, parks and playgrounds <p>At a overall Council level, Shire residents strongly believe Council must improve its performance in the following areas:</p> <ul style="list-style-type: none"> • financial management • services around their neighbourhood • Councillor performance • Community consultation • Providing value-for-money in rendering its services.

Value Analysis: Council's Online Survey 2012

Key Controls	Analysis
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Key Controls	Analysis
<p>An interpretation of what the community values the most (without considering cost)</p>	<p>Wyong Shire residents value good quality roads. There is a strong preference for improved road condition, better value-for-money in road maintenance, and improved road surfaces with lesser potholes.</p> <p>Shire residents also value improved kerb and guttering, and a good stormwater drainage network that prevents road flooding.</p> <p>Residents value fairness so that all areas of the Shire enjoy the same level of roads and drainage quality.</p> <p>Residents expect Council to be cost-efficient in its operations, and deliver better cost management and financial management.</p>

Key Controls	Analysis
<p>An interpretation of what the community is most satisfied with (would like to see more of)</p>	<p>Wyong Shire residents have a strong preference for Council to focus on Roads and Drainage services.</p> <p>There is also a general level of support for following Council services:</p> <ul style="list-style-type: none"> • Community and Education • Community Recreation • Environment <p><i>Community and Education</i></p> <ul style="list-style-type: none"> • Libraries • Public Toilets • Community engagement • Halls and Community Centres • Community and Cultural Development Programs <p><i>Community Recreation</i></p> <ul style="list-style-type: none"> • Parks, Reserves and Playgrounds • Cycleways and Walking paths • Sports and Recreation facilities • Lifeguards <p><i>Economic and Property Development</i></p> <ul style="list-style-type: none"> • Town Centre Planning and Development • Major projects <p><i>Environment</i></p> <ul style="list-style-type: none"> • Foreshores and natural environment • Lakes, beach and foreshore • Catchment maintenance • Bushfire mitigation • Tuggerah Lakes estuary • The natural environment <p><i>Governance</i></p> <ul style="list-style-type: none"> • Financial planning and management • Asset planning • Information Technology • Transport planning

Key Controls	Analysis
<p>An interpretation of what the community is least satisfied with (would like to see less of or would like to improve)</p>	<p>Wyong Shire residents are least satisfied with Road services with dissatisfaction in the following areas:</p> <ul style="list-style-type: none"> • Poor quality of road condition • Road surfaces due to potholes • Road repairs and maintenance that don't sustain and hence not value for money • Difference in road condition within different areas in the Shire <p>Shire residents would like to see Drainage services improve in respect of:</p> <ul style="list-style-type: none"> • Kerb and guttering • Improved drainage that prevents flooding <p>In respect of other Services, residents would like to see improvements in: Governance: cost control and management, efficiency in Council operations, higher priority to frontline services and infrastructure, and balanced focus on all areas of the Shire Regulatory and Land Use: public safety Roads and Drainage: road condition</p> <p>Shire residents attach relatively lesser importance to the following services:</p> <p>Community and Education</p> <ul style="list-style-type: none"> • Cemeteries • Road Safety Education • Vacation Care • Environment Education Programs • Community Leadership programs • Communications <p>Community Recreation</p> <ul style="list-style-type: none"> • Landscapes • Swimming Centres • Wharves, boats and jetties <p>Economic and Property development</p> <ul style="list-style-type: none"> • Iconic sites – planning and development • Heritage management • Holiday parks • Council property management and development • Town centre management <p>Environment</p> <ul style="list-style-type: none"> • Sustainability within Council • Conservation areas • The Entrance dredging • Public Trees • LandCare • Wrack Harvester

Value Analysis: Stage 1 Community workshops

Key Controls	Analysis
An interpretation of what the community values the most (without considering cost)	<p>Wyong Shire residents value good governance from Council. They expect value-for-money in Council services. There is a strong preference for good quality roads and drainage in all areas of the Shire.</p> <p>Residents value the natural areas and would like them to be protected and maintained. There is support for sustainable living within the Shire, for greater access to sport and recreation facilities, as well as community centres that promote community spirit.</p>
An interpretation of what the community is most satisfied with (would like to see more of)	<p>Shire residents have a relatively higher preference for the following services:</p> <p><i>Community and Education</i></p> <ul style="list-style-type: none"> • Community and Cultural development programs • Customer contact <p><i>Community Recreation</i></p> <ul style="list-style-type: none"> • Sports and Recreation facilities • Cycle ways and walking paths <p><i>Economic and Property Development</i></p> <ul style="list-style-type: none"> • Major projects • Town centre planning and development <p><i>Environment</i></p> <ul style="list-style-type: none"> • Tuggerah Lakes estuary • The natural environment <p><i>Governance</i></p> <ul style="list-style-type: none"> • Financial planning and management • Asset planning (incl. transport planning, floodplain management) <p><i>Roads and Drainage</i></p> <ul style="list-style-type: none"> • Road pavement surface • Traffic facilities - footpaths, roundabouts, pedestrian refuges • Stormwater drainage network (incl. pits/pipes) <p>Waste</p> <ul style="list-style-type: none"> • Rubbish collection

Key Controls	Analysis
<p>An interpretation of what the community is least satisfied with (would like to see less of or would like to improve)</p>	<p>Shire residents attach relatively lesser importance to the following services:</p> <p>Community and Education</p> <ul style="list-style-type: none"> • Child Care / Vacation care • Cemeteries • Environment and Education programs • Road safety education • Precinct and other committees <p>The community feeling is that these services could be provided by external operators (e.g. cemeteries) or some other agency (e.g. NSW Government for road safety education).</p> <p>Community Recreation</p> <ul style="list-style-type: none"> • Wharves, boats and jetties • Landscapes • Lifeguards <p>Economic and Property development</p> <ul style="list-style-type: none"> • Iconic development sites – development and planning <p>Environment</p> <ul style="list-style-type: none"> • Wrack Harvester • The Entrance dredging <p>Governance</p> <ul style="list-style-type: none"> • Stores, workshops, plant/fleet and equipment, depots and purchasing <p>Regulatory and Land Use</p> <ul style="list-style-type: none"> • Animal Control <p>Roads and Drainage</p> <ul style="list-style-type: none"> • Road landscaping • Bus shelters • Car parks <p>Waste</p> <ul style="list-style-type: none"> • Landfills

5. Across Services: Value Analysis

Understanding community value and priorities is an important step in Council's service level planning process. Value analysis provides a direct link to the next step in the Service Standards Review project - which is levels of service planning.

In order to facilitate the levels of service planning and based on the analysis of the results from the engagements undertaken by Council, we provide below our assessment of the prioritisation across Council services.

Our assessment of prioritisation of across Council services is based on an analysis of the importance and satisfaction of each Council Service as explained below:

- The ranking of relative **importance** enables Council to understand community preferences for particular Services over others
- The ranking of relative **satisfaction** enables an assessment of the current level of services being provided by Council as against what is expected by the community

Our across Services prioritisation and rationale for each, is given in the table below:

Service	Importance	Rationale	Satisfaction	Rationale
Roads and Drainage	Very High	<p>Across all community engagement modes, residents have consistently had a strong preference for high-quality Roads and Drainage within the Shire.</p> <p>In both the 2012 and 2010 Omnibus surveys, almost half the respondents preferred Council spending its money on roads, bridges, footpaths and cycleways, compared to any other area of spending.</p> <p>In the 2012 Online survey, 48% of residents preferred Council to focus on Roads and Drainage, by far the highest preference among all Services</p>	Low	<p>Analysis of feedback indicates residents have a strong dis-satisfaction with the condition, quality and maintenance of roads across the Shire, and would like to see an improvement in the kerb and guttering condition that prevents flooding.</p> <p>In the 2012 Online survey, 72% of respondents were unsatisfied with current level of services regarding Roads and 49% with Drainage services.</p>
Governance	High	<p>Shire residents overwhelmingly love their Shire and feel it is a good place to live.</p> <p>There is a strong preference for Council that is financially sustainable. Residents would prefer Council is financially well-managed, has effective cost control and cost management, and delivers value-for-money in its spending.</p>	Low	<p>In the 2012 Omnibus survey, survey questions that related to Governance consistently had a medium-to-low mean rating. This indicates community has a strong feeling that this Service area needs improvement.</p>

Service	Importance	Rationale	Satisfaction	Rationale
Environment	Medium	<p>Spending on Environment consistently ranks as the second highest preference among Shire residents in both the 2012 and 2010 Omnibus surveys.</p> <p>There is a general preference among residents for maintaining and protecting the bushland, coastline, lakes and the estuary within the Shire.</p>	Medium	<p>There are no specific elements that indicate dis-satisfaction among residents related to this Service. However there does seem to be a general preference among residents that some of the areas that fall under this Service need some improvement or could be reduced e.g. wrack harvester, sustainability within Council etc.,</p> <p>There are also conflicting comments regarding the need for The Entrance Channel dredging.</p>
Community Recreation	Medium	<p>Residents have strong support for cycleways, sports and recreation facilities.</p> <p>In both the 2012 and 2012 Omnibus surveys, residents indicated a relatively higher level of support for this Service</p>	Medium	<p>Analysis of feedback indicates that residents would like to see more balanced access to recreation facilities in the Shire. Residents would prefer cycleways to be well-connected, more parking options, and more accessible open spaces.</p>
Community and Education	Medium	<p>Residents generally have a preference for libraries and community centres – both of which are facilities that help promote community spirit. There is also a preference for convenience i.e. public toilets.</p> <p>From the 2012 Online survey results there is no perceptible support for this Service with an equal number of responses for (16%) and against (15%) spending on this Service</p>	Low	<p>There is a general feeling among residents that Council could explore using external providers for child care, vacation care and cemeteries services. There is also a view that road safety education program could be provided by the NSW Government.</p>
Waste	Medium	<p>Shire residents have a strong preference for sustainability.</p>	Medium	<p>Analysis of feedback indicates residents are generally satisfied with the current waste activities of Council. There is also a general support for the 3-bin waste system.</p>
Economic and Property Development	Medium	<p>Residents strongly favour generation of local employment opportunities and development of tourism. Town planning should focus on balanced growth and development</p>	Medium	<p>There are no specific elements that indicate dis-satisfaction among residents related to this Service.</p>

Service	Importance	Rationale	Satisfaction	Rationale
Regulatory and Land Use	Low	<p>Shire residents have a general preference for safety from animal attacks (such as dogs) and for public health safety (such as restaurants). There is however some degree of indifference as regards the relative importance of activities such as development assessments, building certifications, and weed and pest control.</p> <p>In the absence of any strong preference for this Service, its rating is Low.</p>	Medium	<p>Based on community feedback and comments, Shire residents seem to believe that public safety measures especially from dog attacks, could improve.</p>

6. Within Services: Value Analysis

Our assessment of relative community preference for individual Services within a Service Area is based on the following analysis:

- The relative preference of the community of each service in the online survey
- The relative preference of the community of each service in the community workshops

We then compared the preferences to arrive at a comparison of the rating for each service, this is depicted in the table in Appendix 2. Depending on the ratings in both the surveys, we then arrived at the overall community preference for each service which is summarised in the table below:

Service Area	Services	Relative Community Preference	Overall
Community and Education	Customer contact	Very High	
	Halls and Community Centres	High	
	Community and cultural development programs	High	
	Community engagement	High	
	Graffiti removal	High	
	Public toilets	High	
	Communications	Medium	
	Community contact	Medium	
	Community leadership programs	Medium	
	Libraries	Medium	
	Child care	Low	
	Cemeteries	Low	
	Environment & Education programs	Low	
	Precinct & other committees	Low	
	Road safety education	Low	
Vacation Care	Low		
Community Recreation	Cycleways and walking paths	Very High	
	Sport and Recreation facilities	Very High	
	Lifeguards	High	
	Parks, Playgrounds and Reserves	High	
	Beach maintenance and cleaning	Medium	
	Holiday parks	Medium	
	Swimming centres	Medium	
	Landscapes	Low	
	Wharves, jetties and boat ramps	Low	
Economic and Property Development	Major projects	Very High	
	Town centre planning and development	Very High	
	Warnervale Town centre	Very High	
	Council Property Management & Development - Property Portfolio strategy	Medium	

Service Area	Services	Relative Community Preference	Overall
	Town centre management	Medium	
	Heritage management	Low	
	Iconic development sites – development and planning	Low	
	Wyong shire loyalty system	Low	
Environment	The Natural environment	Very High	
	Tuggerah Lakes Estuary	Very High	
	Foreshore and natural environment	Very High	
	Lake, Beaches and foreshore	Very High	
	Bushfire mitigation	High	
	Catchment maintenance	High	
	Bushland reserves	Medium	
	Coastal management	Medium	
	Conservation areas	Medium	
	LandCare	Medium	
	Public Trees	Medium	
	Sustainability within Council	Medium	
	The Entrance Channel dredging	Low	
	Wrack Harvester	Low	
Governance	Asset planning (including transport planning and floodplain management)	Very High	
	Financial planning and management	Very High	
	Recordkeeping	Very High	
	Strategic planning	Very High	
	Information Technology	High	
	Business planning	Medium	
	Corporate planning and reporting	Medium	
	Human Resources	Medium	
	Legal and risk	Medium	
	Plant, fleet and equipment; depots; workshops	Medium	
Regulatory and Land Use	Building certifications	High	
	Development Assessment	High	
	Public Health	High	
	Rangers	Medium	
	Weed and Pest control	Medium	
	Animal Control	Low	
Roads and Drainage	Road pavement/surfaces	Very High	
	Traffic facilities	Very High	
	Roadside drainage / K&G	Medium	
	Signs/lines/streetlights	Medium	

Service Area	Services	Relative Community Preference Overall
	Stormwater drainage network	Medium
	Water quality improvement devices	Medium
	Bus shelters	Low
	Car parks	Low
	Road landscaping	Low
Waste	Rubbish collection	Very High
	Recycling	High
	Green waste	Medium
	Litter collection	Medium
	Landfills	Low

7. Value Analysis - Summary across all engagement modes

Key Controls	Engagement source	Analysis
An interpretation of what the community values the most (without considering cost)	Omnibus Survey 2012	<p>Wyong Shire residents overwhelmingly love the Shire and feel it is a good place to live. Residents like the community spirit, natural areas, sports and recreation facilities, and the proximity to both Newcastle and Sydney.</p> <p>Residents expect Council to be responsive to their needs and suggestions. There is a strong preference for the elected Councillors to deliver good governance.</p> <p>Shire residents value a good standard of service in the Shire and their immediate neighbourhood. There is particularly a strong preference for good roads and traffic facilities throughout the Shire.</p> <p>Shire residents value Council to be financially sustainable and well-managed. They expect value for money in the services rendered by Council.</p> <p>The residents have a preference for good quality public infrastructure within the Shire for which there is a general level of support to pay for an levy-funded program of works.</p>
An interpretation of what the community values the most (without considering cost)	Council's Online survey 2012	<p>Wyong Shire residents value good quality roads. There is a strong preference for improved road condition, better value-for-money in road maintenance, and improved road surfaces with lesser potholes.</p> <p>Shire residents also value improved kerb and guttering, and a good stormwater drainage network that prevents road flooding.</p> <p>Residents value fairness so that all areas of the Shire enjoy the same level of roads and drainage quality.</p> <p>Residents expect Council to be cost-efficient in its operations, and deliver better cost management and financial management.</p>
An interpretation of what the community values the most (without considering cost)	Community workshops	<p>Wyong Shire residents value good governance from Council. They expect value-for-money in Council services. There is a strong preference for good quality roads and drainage in all areas of the Shire.</p> <p>Residents value the natural areas and would like them to be protected and maintained. There is support for sustainable living within the Shire, for greater access to sport and recreation facilities, as well as community centres that promote community spirit.</p>
An interpretation of what the community is most satisfied with (or would like to see more of)	Omnibus Survey 2012	<p>Shire residents agree that Wyong is a good place to live. There is a general level of satisfaction with the standard of services rendered by Council.</p> <p>Residents strongly prefer spending on roads, bridges, footpaths and cycle ways, relative to other services. There is some level of support for spending on 'services', and on maintaining bushland, lakes and natural areas.</p> <p>Residents generally support paying for a levy-funded program of works. Among such program of works, community preference is for public works program, relative to environmental and community development programs.</p>

Key Controls	Engagement source	Analysis
<p>An interpretation of what the community is most satisfied with (or would like to see more of)</p>	<p>Council's Online survey 2012</p>	<p>Wyong Shire residents have a strong preference for Council to focus on Roads and Drainage services.</p> <p>There is also a general level of support for following Council services:</p> <ul style="list-style-type: none"> • Community and Education • Community Recreation • Environment <p><i>Community and Education</i></p> <ul style="list-style-type: none"> • Libraries • Public Toilets • Community engagement • Halls and Community Centres • Community and Cultural Development Programs <p><i>Community Recreation</i></p> <ul style="list-style-type: none"> • Parks, Reserves and Playgrounds • Cycleways and Walking paths • Sports and Recreation facilities • Lifeguards <p><i>Economic and Property Development</i></p> <ul style="list-style-type: none"> • Town Centre Planning and Development • Major projects <p><i>Environment</i></p> <ul style="list-style-type: none"> • Foreshores and natural environment • Lakes, beach and foreshore • Catchment maintenance • Bushfire mitigation • Tuggerah Lakes estuary • The natural environment <p><i>Governance</i></p> <ul style="list-style-type: none"> • Financial planning and management • Asset planning

Key Controls	Engagement source	Analysis
<p>An interpretation of what the community is most satisfied with (or would like to see more of)</p>	<p>Community workshops</p>	<p>Shire residents have a relatively higher preference for the following services:</p> <p><i>Community and Education</i></p> <ul style="list-style-type: none"> • Community and Cultural development programs • Customer contact <p><i>Community Recreation</i></p> <ul style="list-style-type: none"> • Sports and Recreation facilities • Cycle ways and walking paths <p><i>Economic and Property Development</i></p> <ul style="list-style-type: none"> • Major projects • Town centre planning and development <p><i>Environment</i></p> <ul style="list-style-type: none"> • Tuggerah Lakes estuary • The natural environment <p><i>Governance</i></p> <ul style="list-style-type: none"> • Financial planning and management • Asset planning (incl. transport planning, floodplain management) <p><i>Roads and Drainage</i></p> <ul style="list-style-type: none"> • Road pavement surface • Traffic facilities - footpaths, roundabouts, pedestrian refuges • Stormwater drainage network (incl. pits/pipes) <p>Waste</p> <ul style="list-style-type: none"> • Rubbish collection

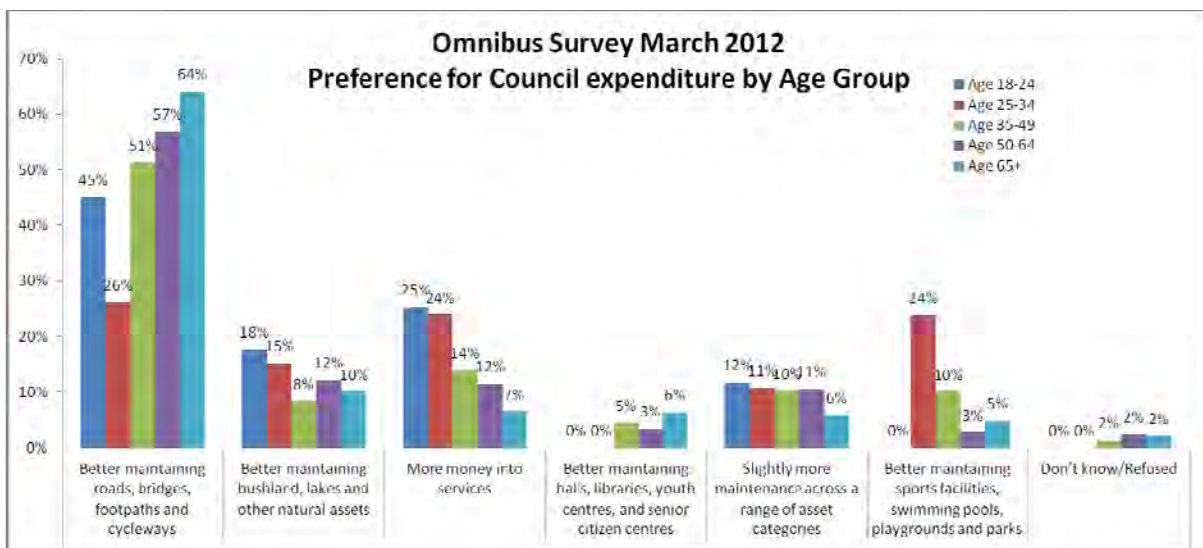
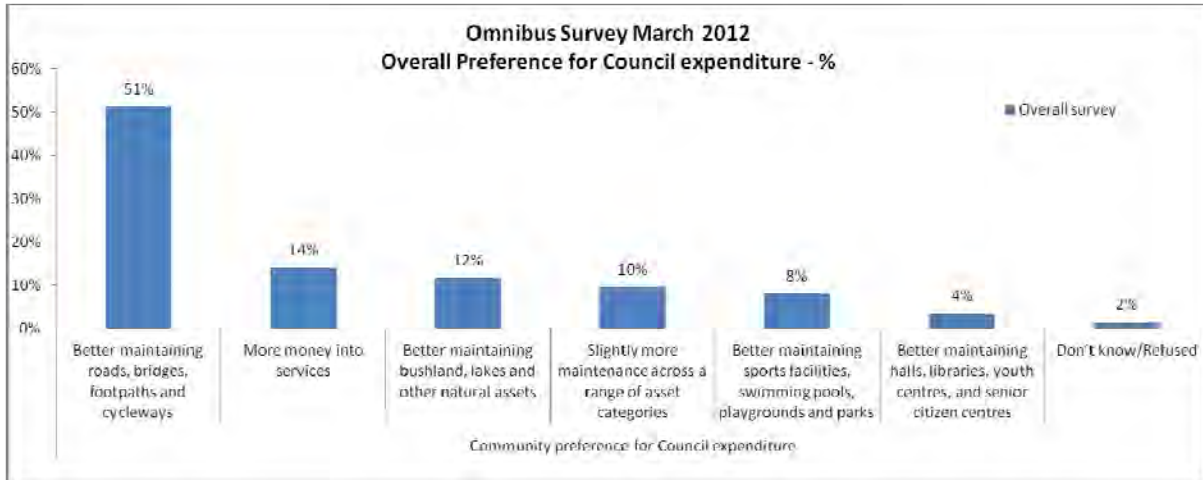
Key Controls	Engagement source	Analysis
<p>An interpretation of what the community is least satisfied with (would like to see less of or would like to improve)</p>	<p>Omnibus Survey 2012</p>	<p>Shire residents have a relatively lesser preference for Council spending on :</p> <ul style="list-style-type: none"> • halls, community centres and libraries • sports facilities, swimming pools, parks and playgrounds <p>At a overall Council level, Shire residents strongly believe Council must improve its performance in the following areas:</p> <ul style="list-style-type: none"> • financial management • services around their neighbourhood • Councillor performance • Community consultation • Providing value-for-money in rendering its services.

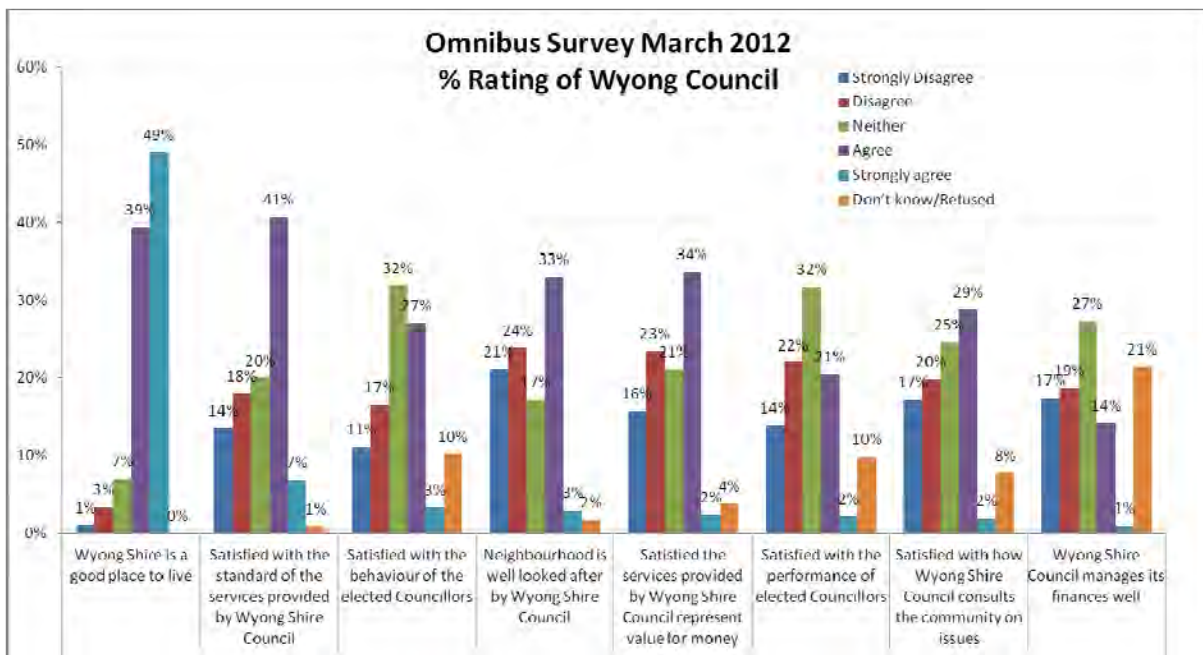
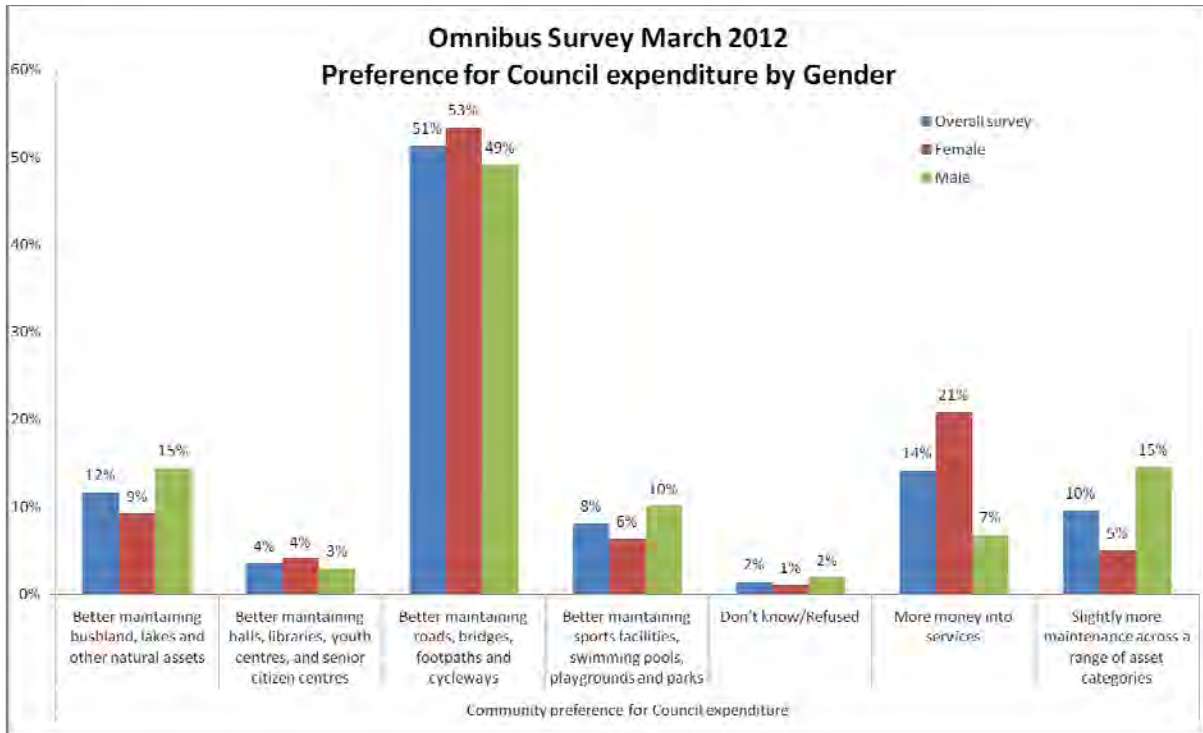
Key Controls	Engagement source	Analysis
<p>An interpretation of what the community is least satisfied with (would like to see less of or would like to improve)</p>	<p>Council's Online survey 2012</p>	<p>Wyong Shire residents are least satisfied with Road services with dis-satisfaction in the following areas:</p> <ul style="list-style-type: none"> • Poor quality of road condition • Road surfaces due to potholes • Road repairs and maintenance that don't sustain and hence not value for money • Difference in road condition within different areas in the Shire <p>Shire residents would like to see Drainage services improve in respect of:</p> <ul style="list-style-type: none"> • Kerb and guttering • Improved drainage that prevents flooding <p>In respect of other Services, residents would like to see improvements in:</p> <p>Governance: cost control and management, efficiency in Council operations, higher priority to frontline services and infrastructure, and balanced focus on all areas of the Shire</p> <p>Regulatory and Land Use: public safety</p> <p>Roads and Drainage: road condition</p> <p>Shire residents attach relatively lesser importance to the following services:</p> <p>Community and Education</p> <ul style="list-style-type: none"> • Cemeteries • Road Safety Education • Vacation Care • Environment Education Programs • Community Leadership programs • Communications <p>Community Recreation</p> <ul style="list-style-type: none"> • Landscapes • Swimming Centres • Wharves, boats and jetties <p>Economic and Property development</p> <ul style="list-style-type: none"> • Iconic sites – planning and development • Heritage management • Holiday parks • Council property management and development • Town centre management <p>Environment</p> <ul style="list-style-type: none"> • Sustainability within Council • Conservation areas • The Entrance dredging

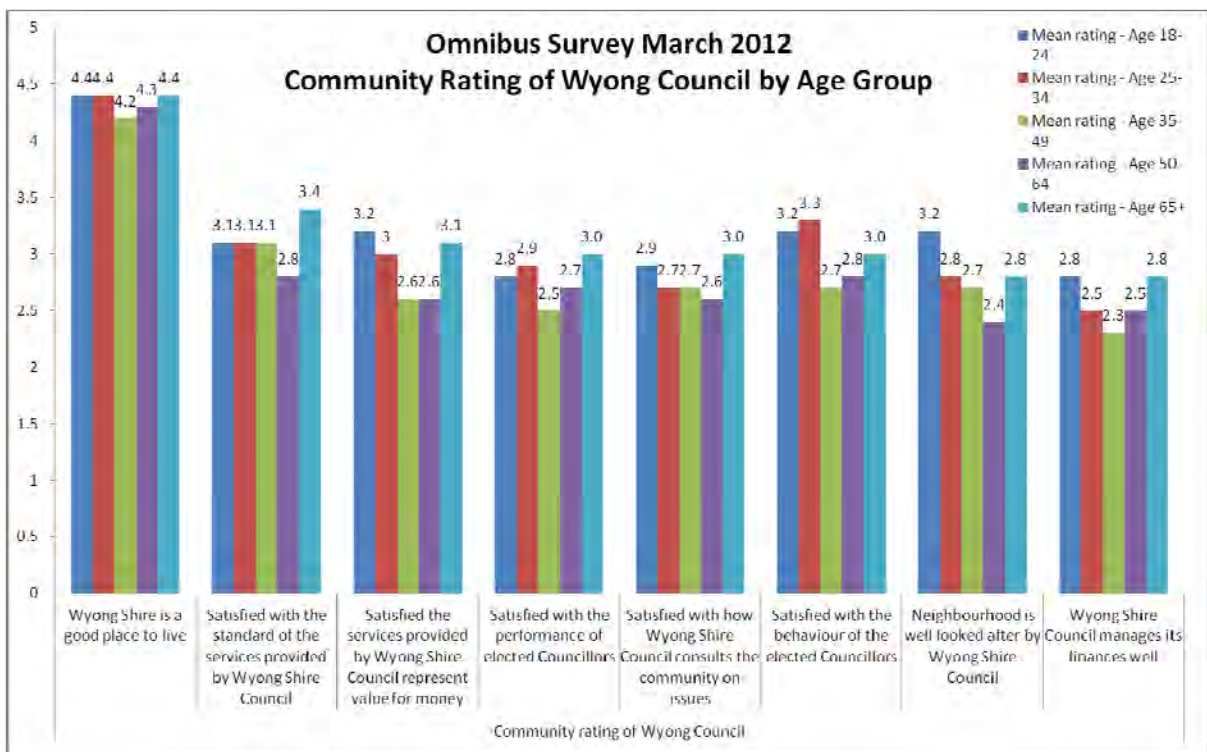
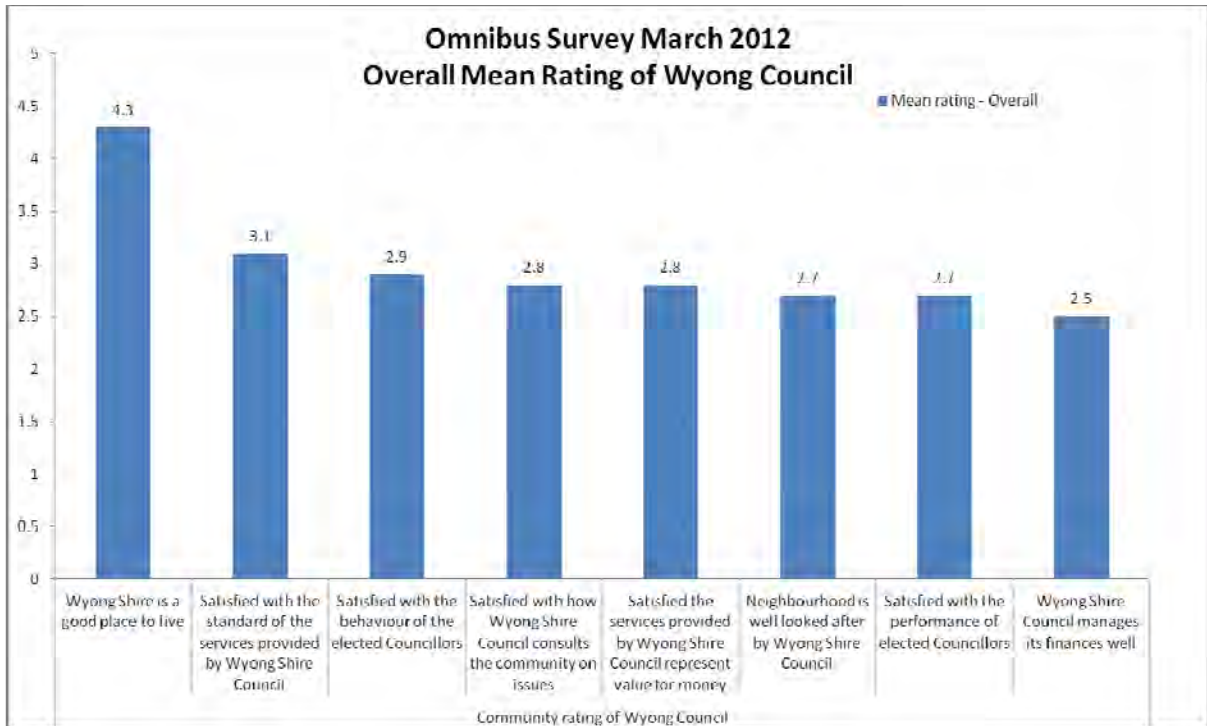
Key Controls	Engagement source	Analysis
<p>An interpretation of what the community is least satisfied with (would like to see less of or would like to improve)</p>	<p>Community workshops</p>	<p>Shire residents attach relatively lesser importance to the following services:</p> <p>Community and Education</p> <ul style="list-style-type: none"> • Child Care / Vacation care • Cemeteries • Environment and Education programs • Road safety education • Precinct and other committees <p>The community feeling is that these services could be provided by external operators (e.g. cemeteries) or some other agency (e.g. NSW Government for road safety education).</p> <p>Community Recreation</p> <ul style="list-style-type: none"> • Wharves, boats and jetties • Landscapes • Lifeguards <p>Economic and Property development</p> <ul style="list-style-type: none"> • Iconic development sites – development and planning <p>Environment</p> <ul style="list-style-type: none"> • Wrack Harvester • The Entrance dredging <p>Governance</p> <ul style="list-style-type: none"> • Stores, workshops, plant/fleet and equipment, depots and purchasing <p>Regulatory and Land Use</p> <ul style="list-style-type: none"> • Animal Control <p>Roads and Drainage</p> <ul style="list-style-type: none"> • Road landscaping • Bus shelters • Car parks <p>Waste</p> <ul style="list-style-type: none"> • Landfills

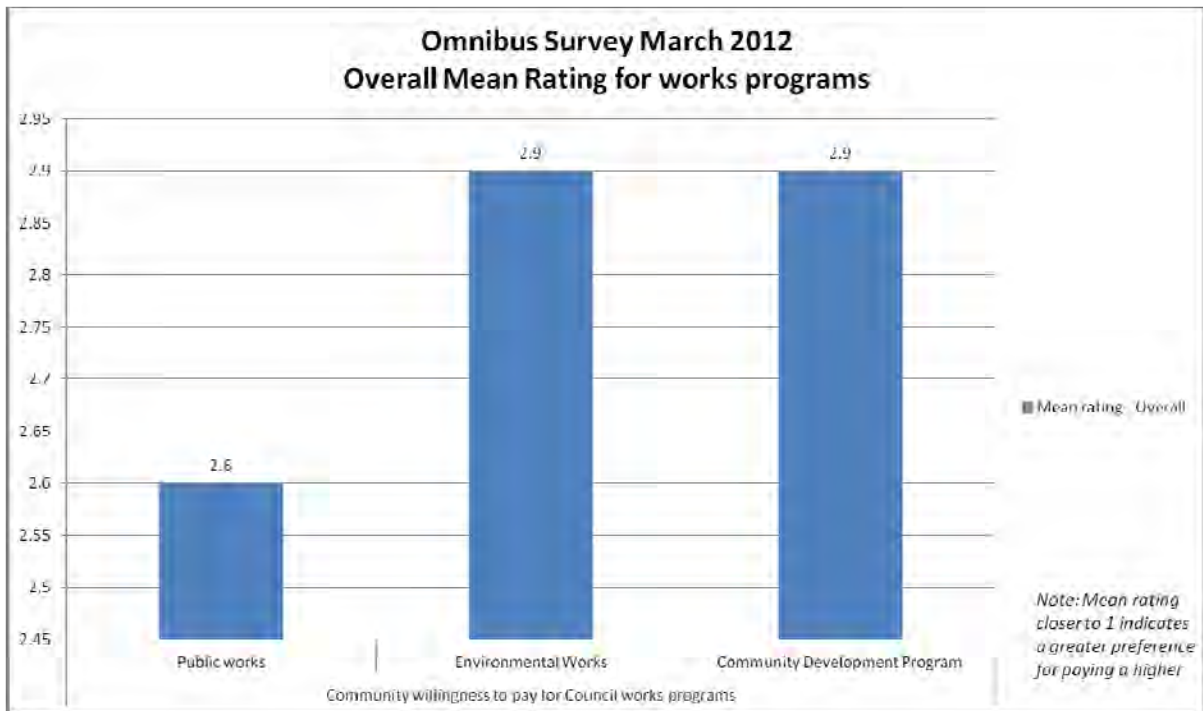
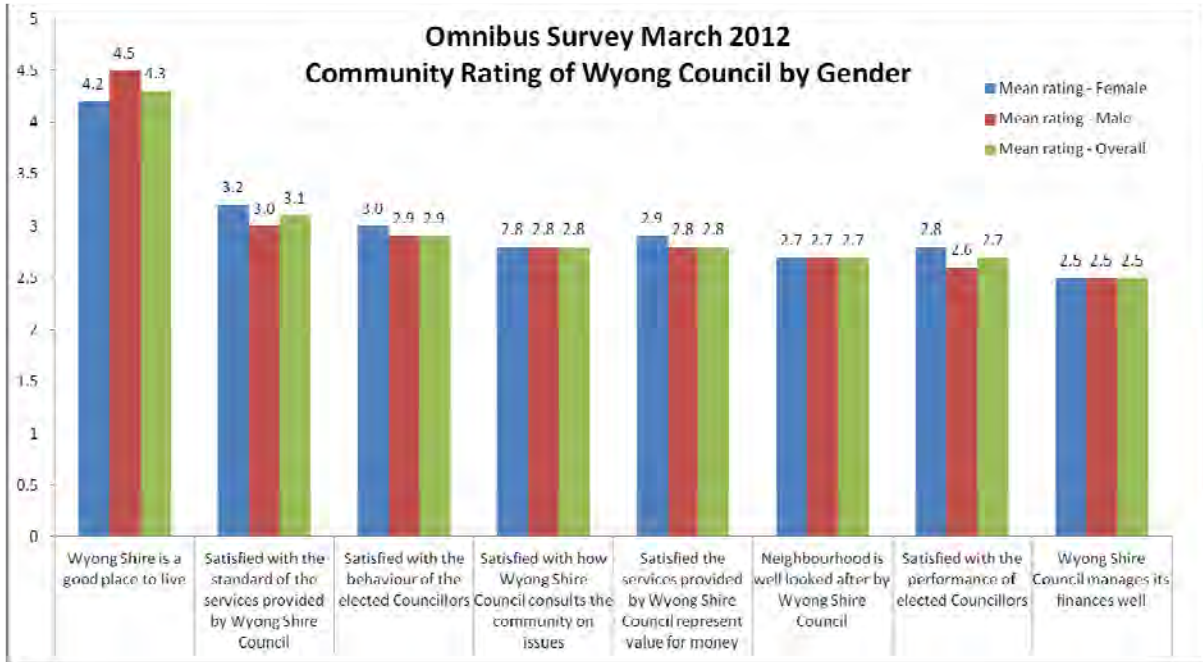
Appendix 1: Charts

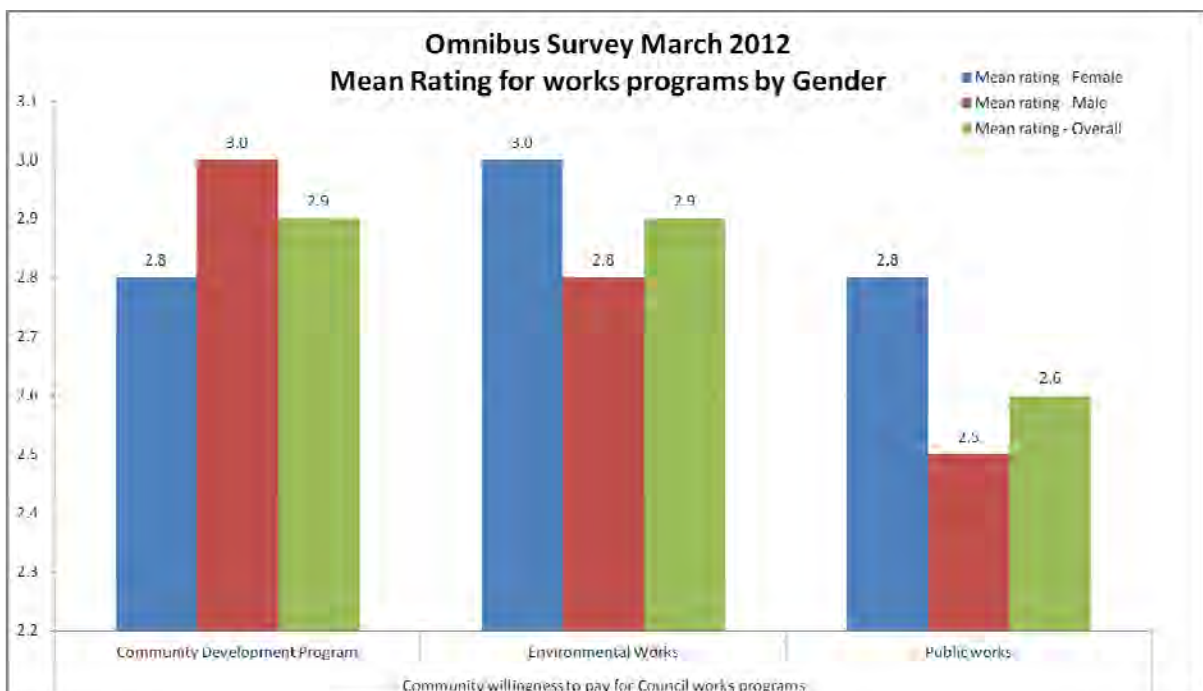
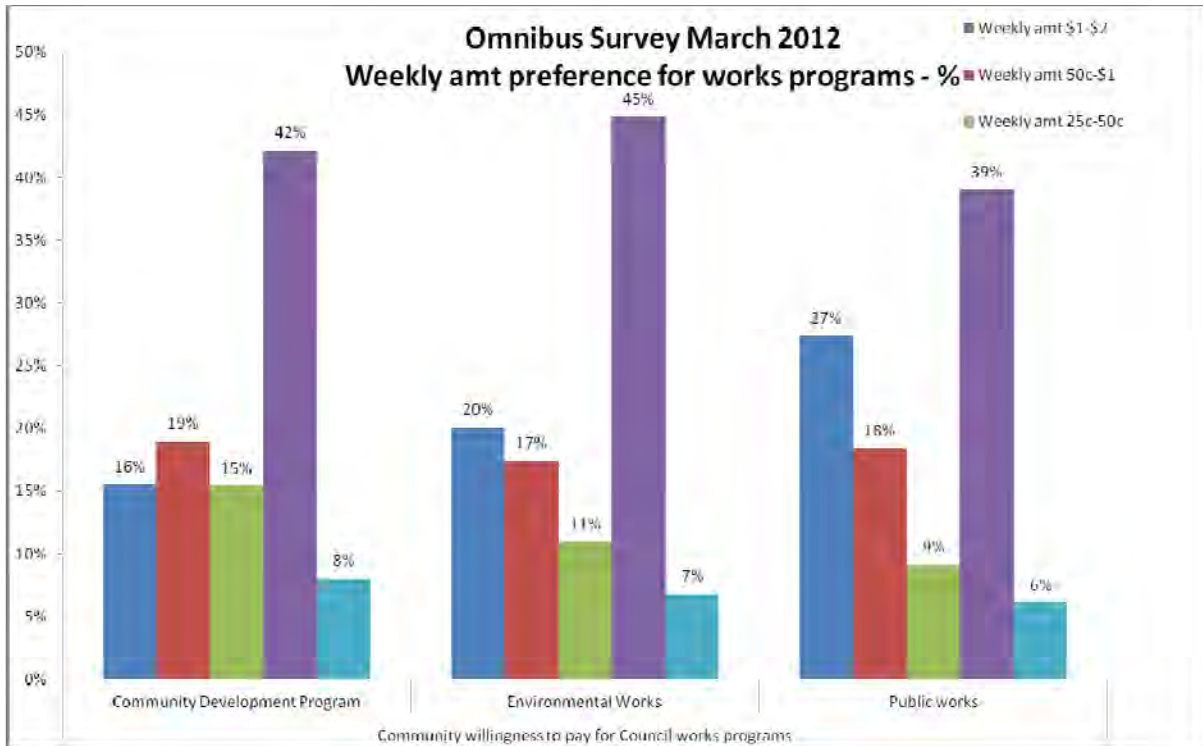
1.1 Omnibus Survey 2012- Charts of survey results



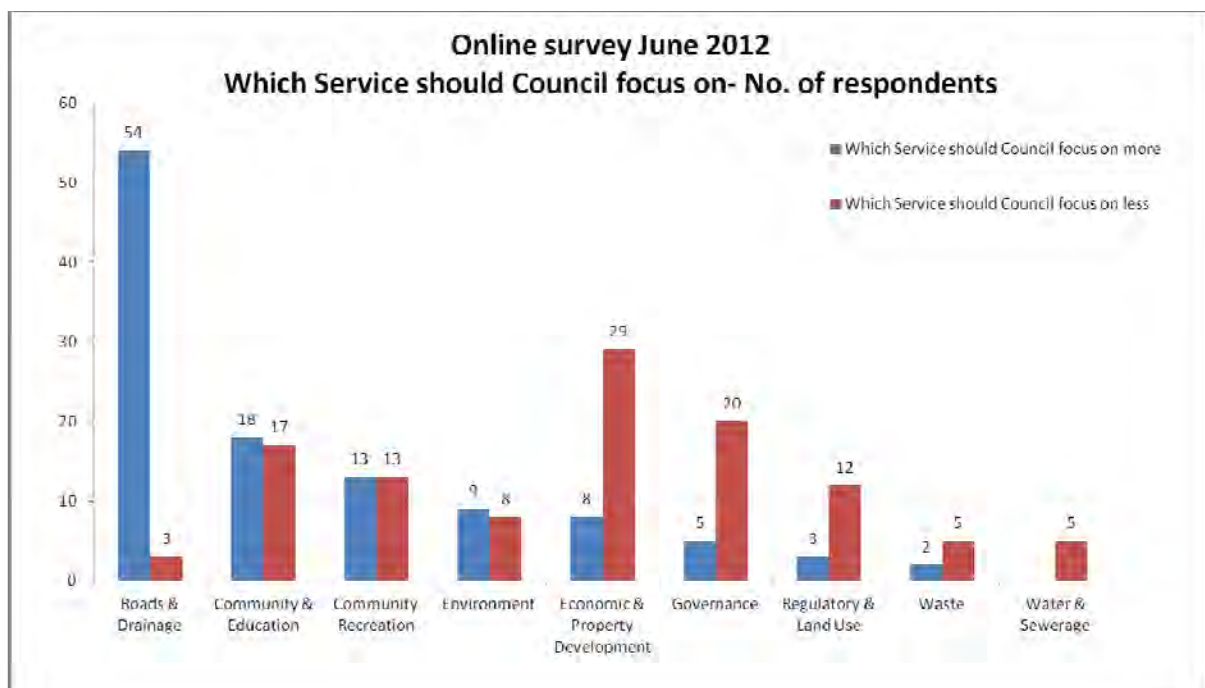
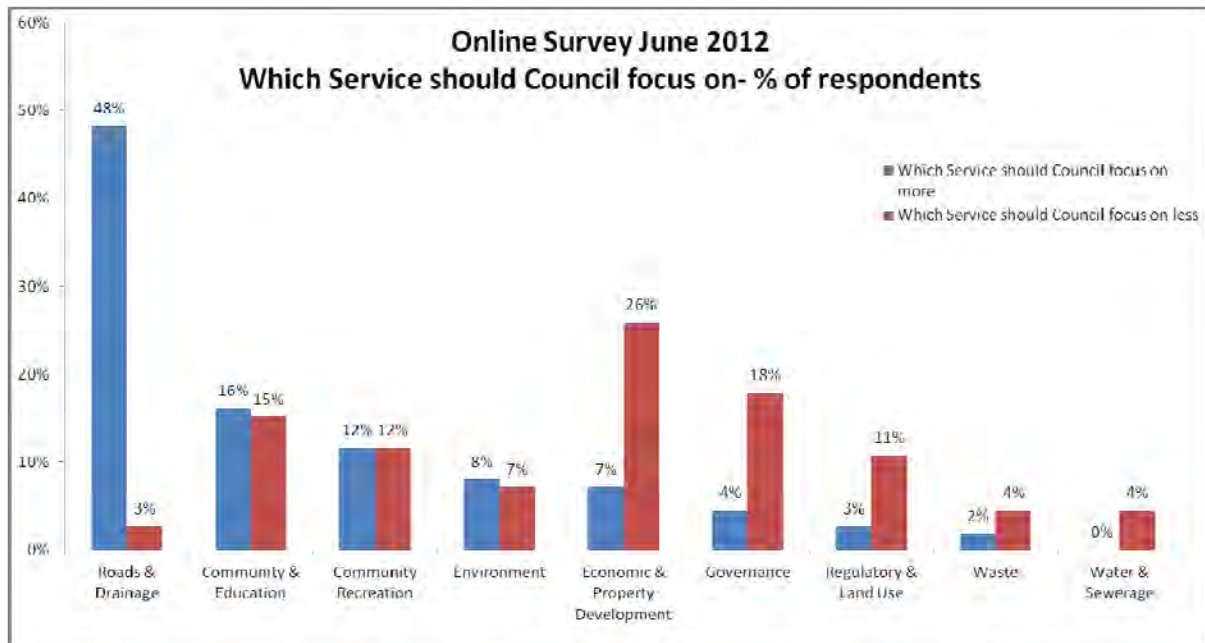


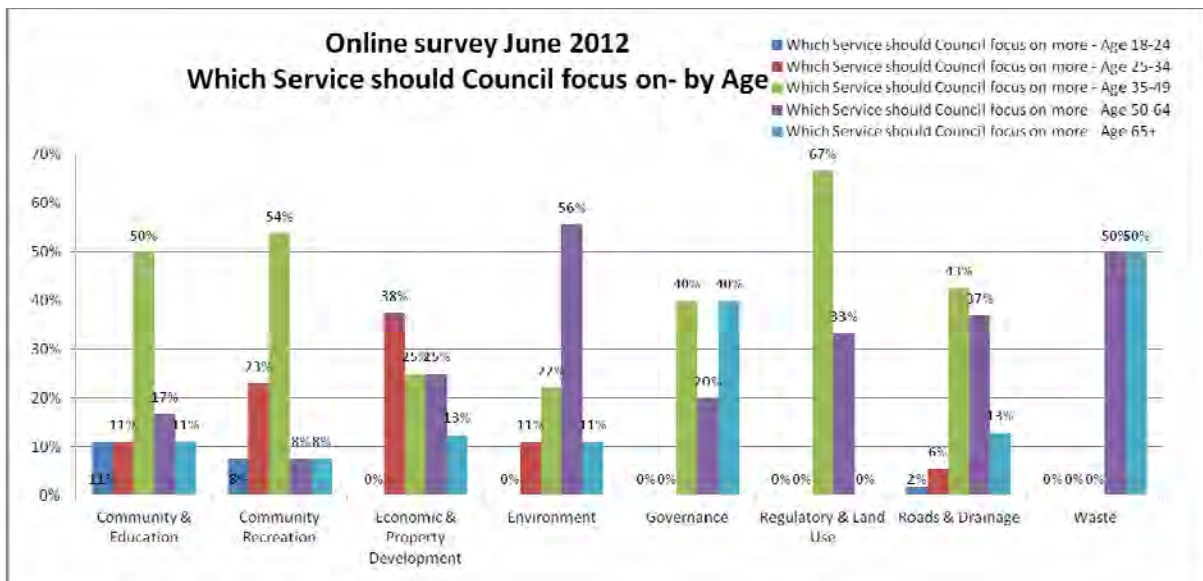
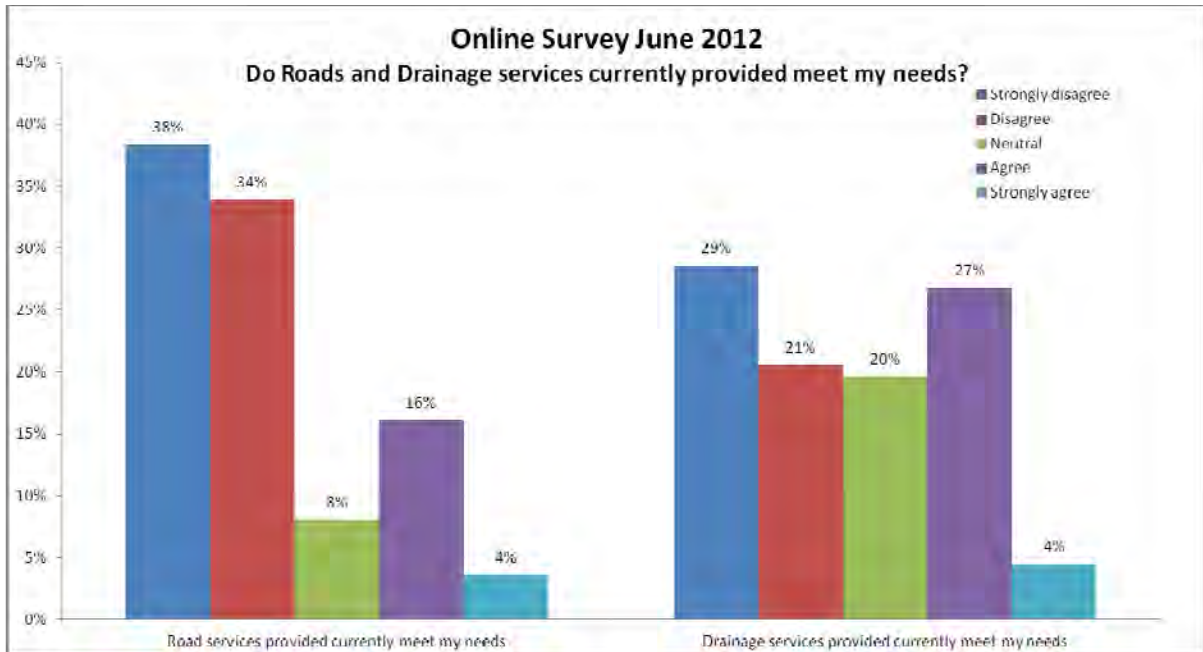


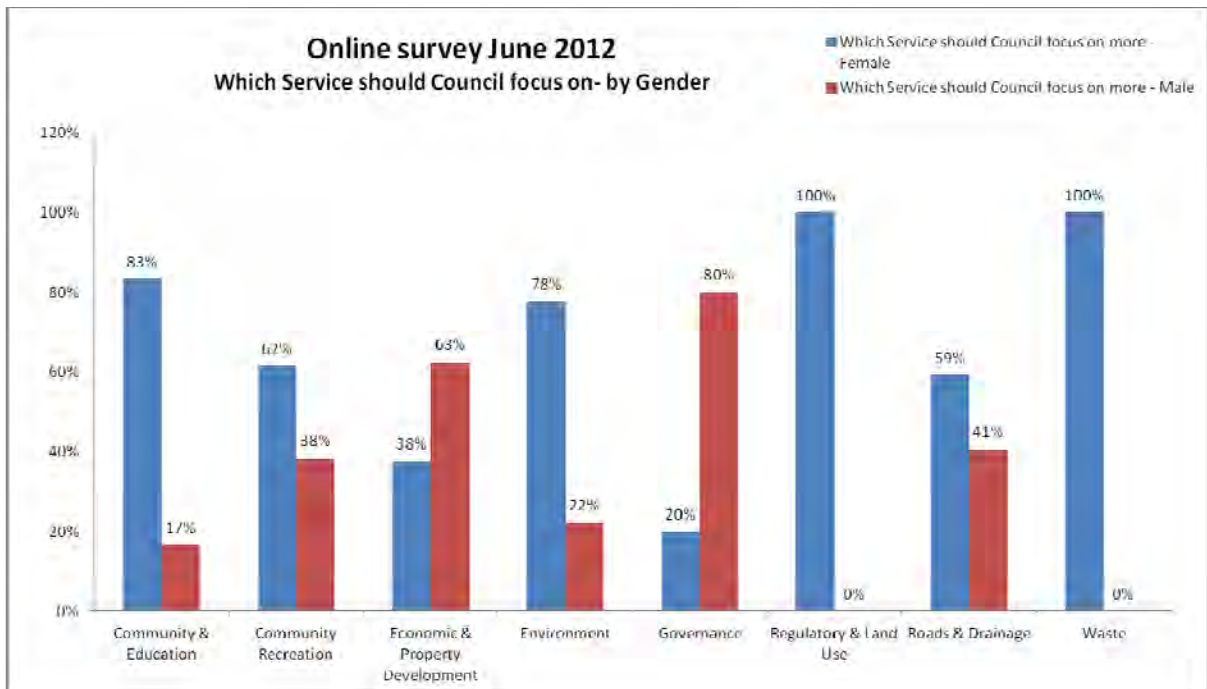
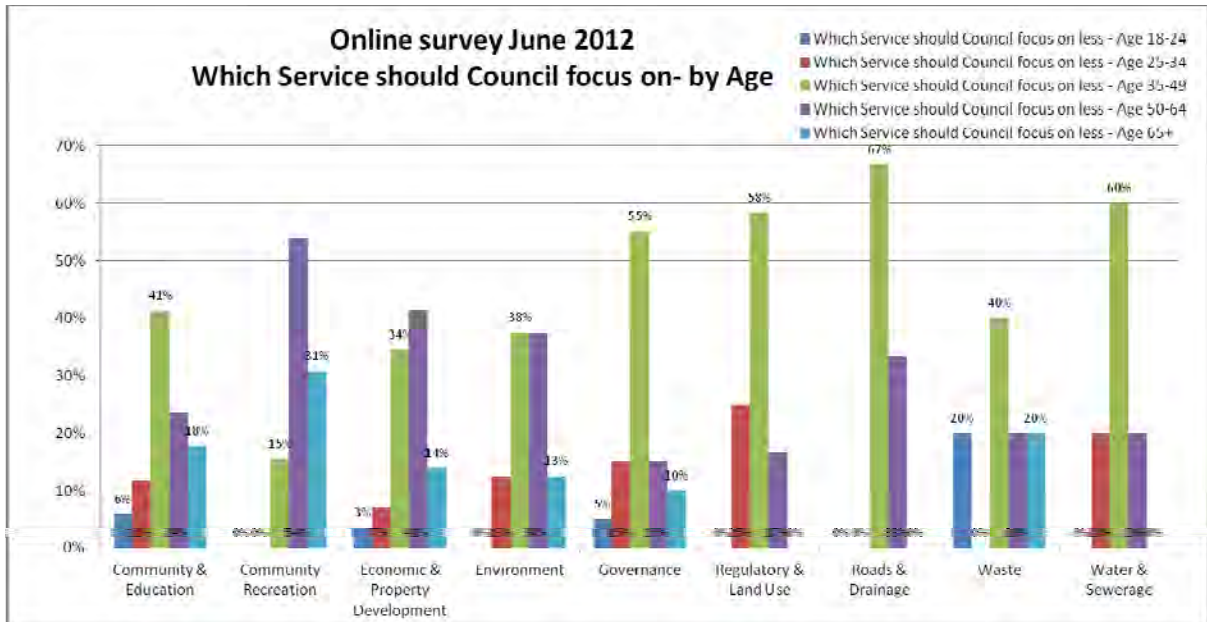


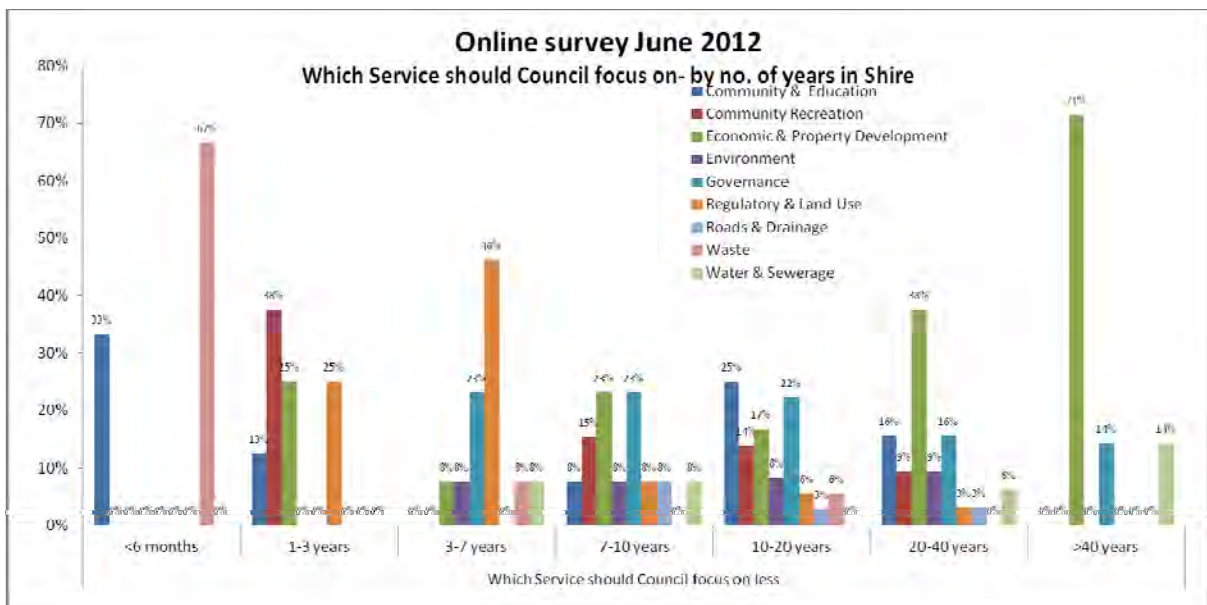
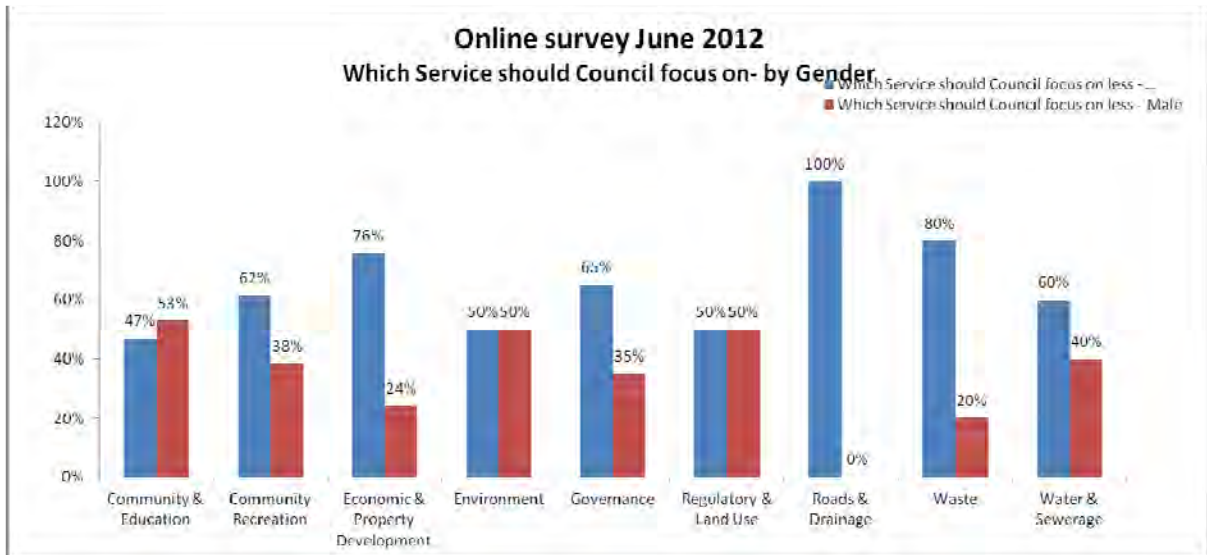


1.2 Online Survey 2012- Charts of survey results

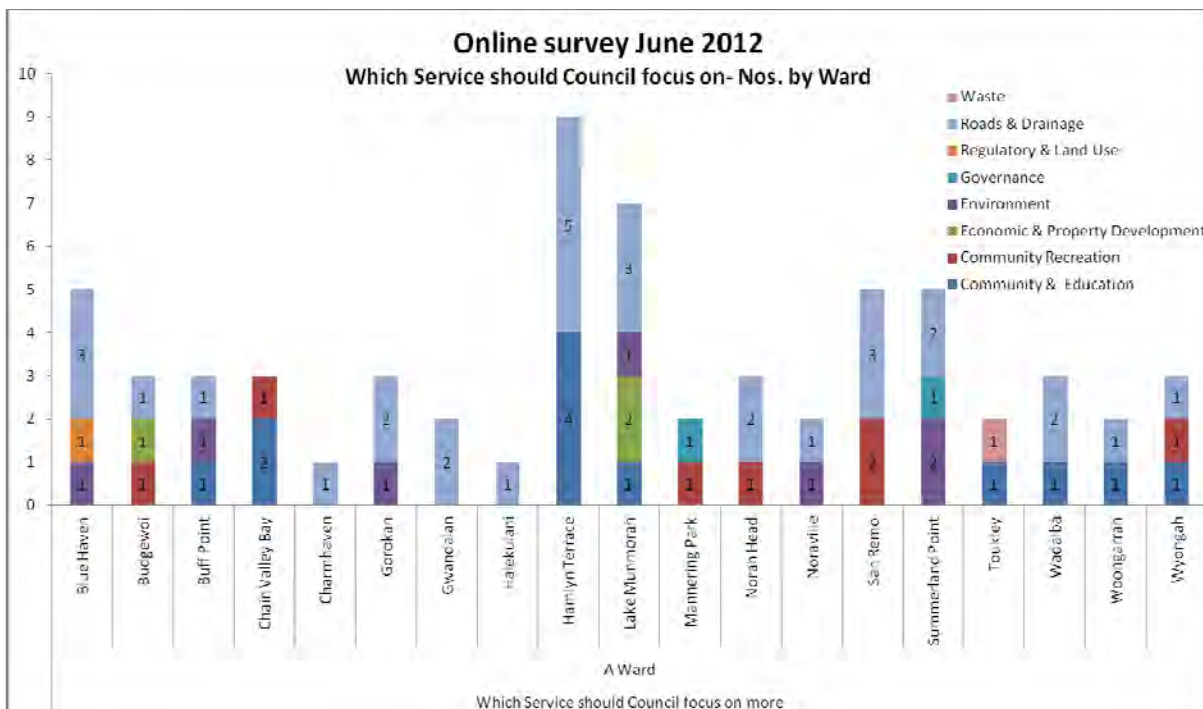
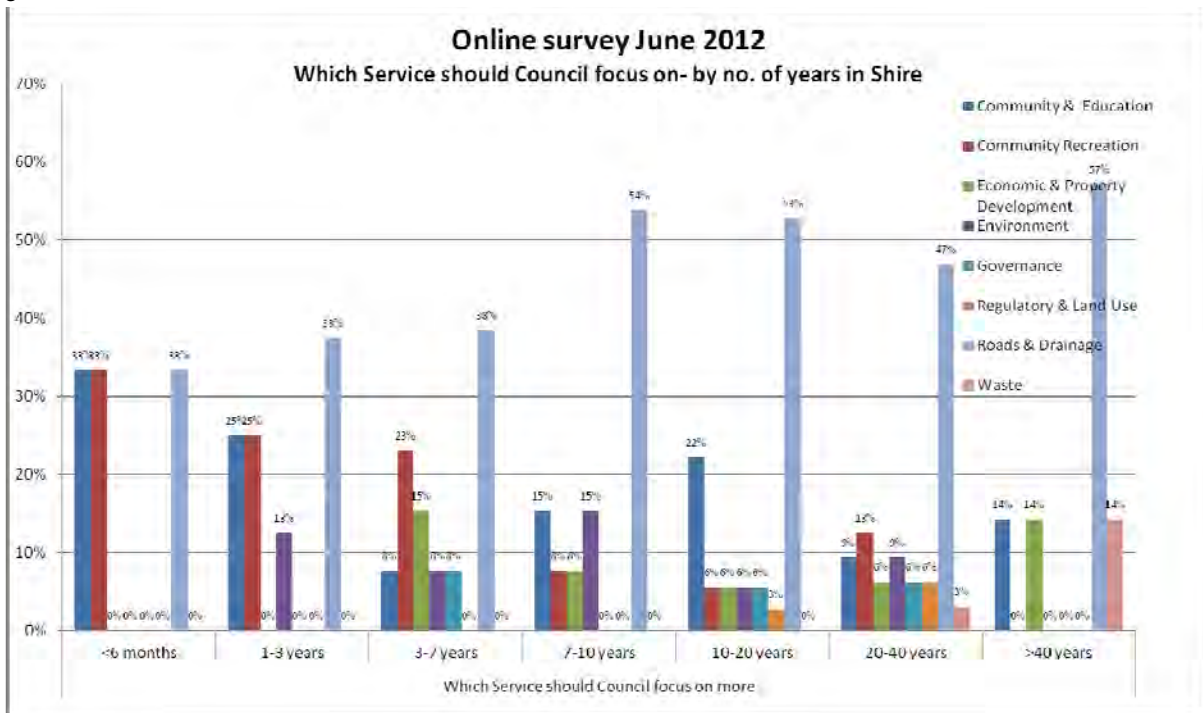


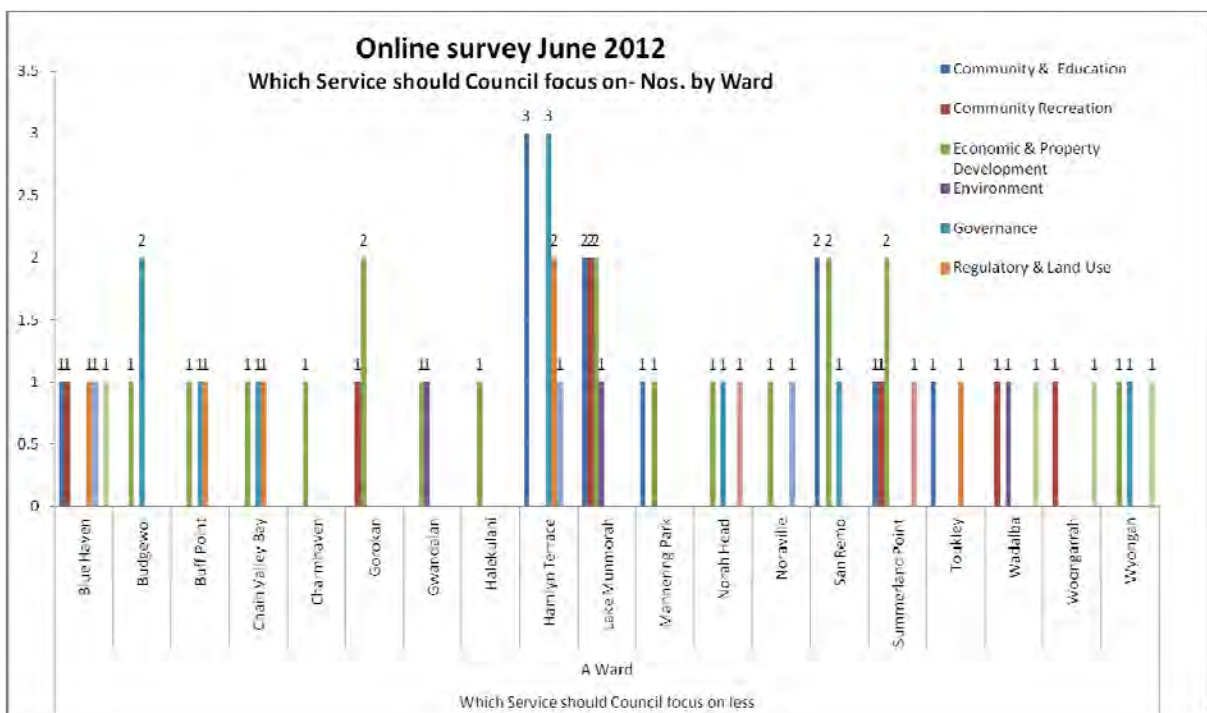
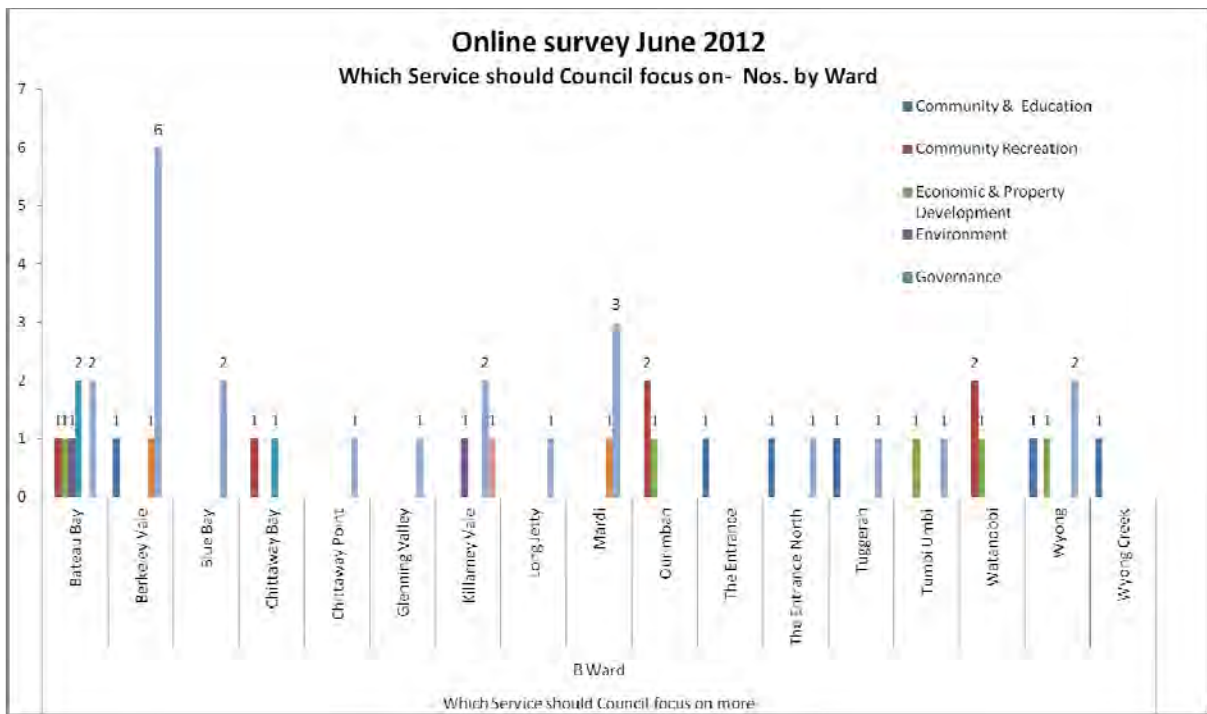


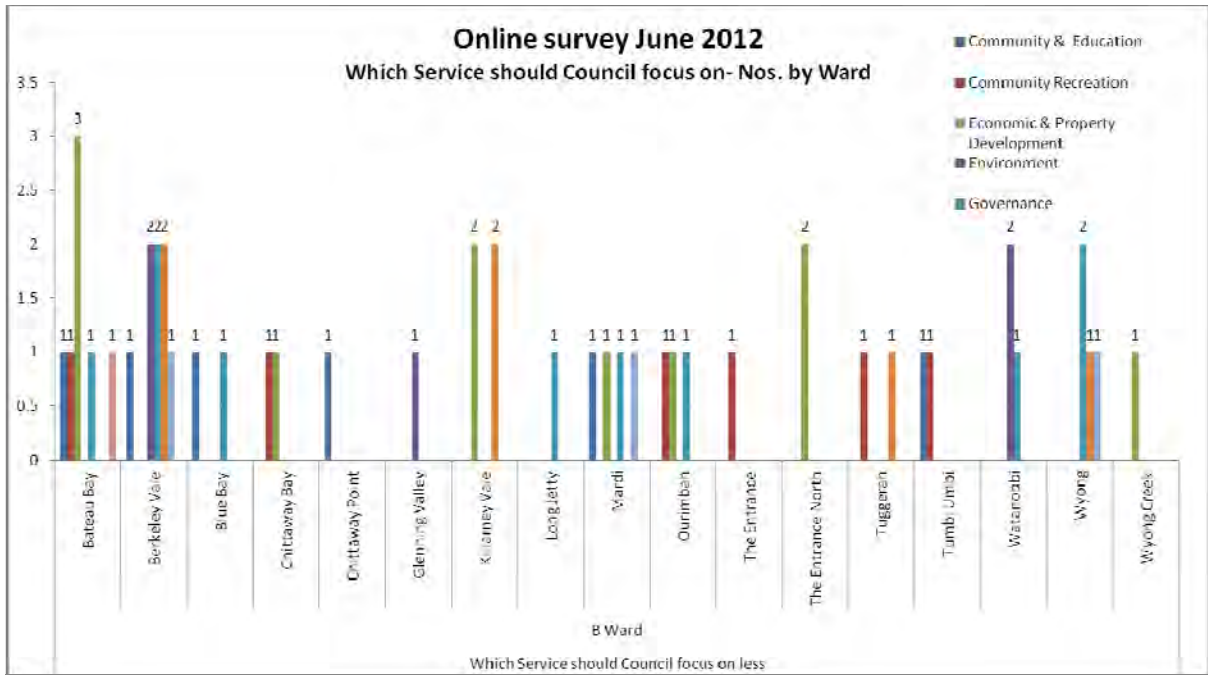




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Appendix 2: Within Services: Priority rating

Service Area	Services	Workshops Rating			Online Rating			Relative Overall Community Preference	How did we arrive at the Relative Overall Community preference
		Top	Middle	Bottom	Top	Middle	Bottom		
Community and Education	Child care			Bottom			Bottom	Low	To arrive at the Overall preference for a Service, we compared both the Workshop and Online ratings and then used the following combination hierarchy: Top (in Workshop) + Top (in Online) = Very High (Overall) Top (in Workshop) + Middle (in Online) = High (Overall) Middle (in Workshop) + Top (in Online) = High (Overall) Middle (in Workshop) + Middle (in Online) = Medium (Overall) Middle (in Workshop) + Bottom (in Online) = Medium (Overall) Bottom (in Workshop) + Bottom (in Online) = Low (Overall) In very few instances, we also used the following: Top (in Workshop) + Bottom (in Online) = Medium (Overall) Bottom (in Workshop) + Top (in Online) = Medium (Overall)
	Communications		Middle				Bottom	Medium	
	Halls and Community Centres		Middle		Top			High	
	Cemeteries			Bottom			Bottom	Low	
	Community contact		Middle					Medium	
	Community and cultural development programs		Middle		Top			High	
	Community engagement		Middle		Top			High	
	Community leadership programs	Top					Bottom	Medium	
	Customer contact	Top			Top			Very High	
	Environment & Education programs			Bottom			Bottom	Low	
	Graffiti removal		Middle		Top			High	
	Libraries		Middle					Medium	
	Precinct & other committees			Bottom			Bottom	Low	
	Public toilets		Middle		Top			High	
	Road safety education			Bottom			Bottom	Low	
	Vacation Care			Bottom			Bottom	Low	
Community Recreation	Beach maintenance and cleaning		Middle				Bottom	Medium	
	Cycleways and walking paths	Top			Top			Very High	
	Holiday parks		Middle				Bottom	Medium	
	Landscapes			Bottom			Bottom	Low	
	Lifeguards		Middle		Top			Strong	

Service Area	Services	Workshops Rating			Online Rating			Relative Overall Community Preference	How did we arrive at the Relative Overall Community preference
		Top	Middle	Bottom	Top	Middle	Bottom		
	Parks, Playgrounds and Reserves		Middle		Top			Strong	
	Sport and Recreation facilities	Top			Top			Very High	
	Swimming centres		Middle				Bottom	Medium	
	Wharves, jetties and boat ramps			Bottom			Bottom	Low	
Economic and Property Development	Council Property Management & Development - Property Portfolio strategy		Middle				Bottom	Medium	
	Heritage management			Bottom			Bottom	Low	
	Iconic development sites – development and planning			Bottom			Bottom	Low	
	Major projects	Top			Top			Very High	
	Town centre management		Middle				Bottom	Medium	
	Town centre planning and development	Top			Top			Very High	
	Warnervale Town centre	Top						Very High	
	Wyang shire loyalty system			Bottom				Low	
Environment	Bushfire mitigation		Middle		Top			High	
	Bushland reserves		Middle			Middle		Medium	
	Catchment maintenance		Middle		Top			High	
	Coastal management		Middle			Middle		Medium	
	Conservation areas		Middle				Bottom	Medium	
	Foreshore and natural environment	Top			Top			Very High	
	Lake, Beaches and foreshore	Top			Top			Very High	
	LandCare		Middle				Bottom	Medium	
	Public Trees		Middle				Bottom	Medium	
	Sustainability within Council		Middle				Bottom	Medium	

Service Area	Services	Workshops Rating			Online Rating			Relative Overall Community Preference	How did we arrive at the Relative Overall Community preference
		Top	Middle	Bottom	Top	Middle	Bottom		
	The Entrance Channel dredging			Bottom			Bottom	Low	
	The Natural environment	Top			Top			Top	
	Tuggerah Lakes Estuary	Top			Top			Top	
	Wrack Harvester			Bottom			Bottom	Low	
Governance	Asset planning (including transport planning and floodplain management)	Top			Top			Very High	
	Business planning		Middle			Middle		Medium	
	Corporate planning and reporting		Middle				Bottom	Medium	
	Financial planning and management	Top			Top			Very High	
	Human Resources		Middle				Bottom	Medium	
	Information Technology		Middle		Top			High	
	Legal and risk		Middle				Bottom	Medium	
	Plant, fleet and equipment; depots; workshops		Middle				Bottom	Medium	
	Recordkeeping				Top			Very High	
	Strategic planning	Top			Top			Very High	
Regulatory and Land Use	Animal Control			Bottom			Bottom	Low	
	Building certifications		Middle		Top			High	
	Development Assessment		Middle		Top			High	
	Public Health		Middle		Top			High	
	Rangers		Middle			Middle		Medium	
	Weed and Pest control		Middle				Bottom	Medium	
Roads and Drainage	Bus shelters			Bottom	No questions for rating Roads and Drainage were asked in the Online survey; instead respondents were asked to provide comments on			Low	
	Car parks			Bottom				Low	
	Road landscaping			Bottom				Low	

Service Area	Services	Workshops Rating			Online Rating			Relative Overall Community Preference	How did we arrive at the Relative Overall Community preference
		Top	Middle	Bottom	Top	Middle	Bottom		
	Road pavement/surfaces	Top			these Services			Very High	
	Roadside drainage / K&G		Middle					Medium	
	Signs/lines/streetlights		Middle					Medium	
	Stormwater drainage network		Middle					Medium	
	Traffic facilities	Top						Very High	
	Water quality improvement devices		Middle					Medium	
Waste	Green waste		Middle				Bottom	Medium	
	Landfills			Bottom			Bottom	Low	
	Litter collection		Middle				Bottom	Medium	
	Recycling		Middle		Top			High	
	Rubbish collection	Top			Top			Very High	

Appendix 3: 'Value' definition-Methodology

In defining the Community 'Value' statements, we relied on the framework proposed by NAMS 2007.

Community consultations are a mechanism for community to convey in their own words what they feel about different aspects of their lifestyle in the area they live in. Through an analysis of these responses we can identify the outputs or outcomes that they value.

A way of defining Value in this context is through the formula: Benefit (-) Cost. Benefit is used in the sense of any Council service or activity that satisfies a particular need of the community or provides a solution to a problem faced by the community residents. It could also refer to any service that satisfies the community's 'social conscience' - a basic level of amenity being available to all members in the community.

Cost refers to the financial amounts such as rates, fees or charges paid by residents; it also includes non-financial costs such as frustration, time and effort, anxiety and disappointment.

The 'Value' definition is therefore our interpretation of what community values.

Our methodology in this report was to collate all community feedback into a single dataset for each survey. We then classified the feedback based on the most relevant Council service to which it related to. Once this was done, using the NAMS framework, we defined the qualitative theme of the specific feedback. Examples of qualitative aspects are – Quality, Affordability, Efficiency, Responsiveness, and Safety. We then interpreted this qualitative aspect in our own words which is the 'Value' definition.

It is important to note that this is just the starting point for levels of service planning. At this stage, we do not factor in the cost of rendering the service nor Council's capacity to provide that level of service. We are also conscious of the fact that community residents do not always understand the full extent of Council services being provided. However all these factors do not influence our Value definition exercise and are only relevant in the subsequent steps of the levels of service planning process.

Appendix 4: Trend analysis - Methodology

To conduct the trend analysis of community responses to different surveys since 2010, we identified if there were common themes in the survey questions based on what they seek to measure. Analysing this we arrived at three common themes which we call 'categories', these are given below:

Category 1: Service priorities

Category 2: Quality of Council services

Category 3: Cost / value for money considerations

We then mapped each survey question to one of the above three categories, as depicted in the table below:

Survey question	Relates to which survey	Category (for our trend analysis)
Council should invest more resources in:	Omnibus survey Sept 2010 (except as noted below) and Omnibus survey Mar 2012	Service priorities
- Better maintaining roads, bridges, footpaths and cycleways		
- More money into services such as waste, libraries, animal care, childcare, environmental programs, lifeguards, compliance, sports development, community development	<i>This response was first added in the Omnibus survey Mar 2012 and hence was not part of Sept 2010 survey</i>	
- Better maintaining bushland, lakes and other natural assets		
- Slightly more maintenance across a range of categories		
- Better maintaining sports facilities, swimming pools, playgrounds and parks		
- Better maintaining halls, libraries, youth centres, and senior citizens centres		
- Don't know/refused		
Which Services should Council focus on more (or) less	Online survey Jun 2012	Service priorities
- Roads and Drainage		
- Community and Education		
- Community Recreation		
- Environment		
- Economic and Property Development		
- Governance		
- Regulatory and Land Use		
- Waste		

Survey question	Relates to which survey	Category (for our trend analysis)
- Water and Sewerage		
Wyong shire is a good place to live	Reputation survey Mar 2010 and Omnibus survey Mar 2012	Quality of Council Services
Satisfied with the standard of services provided by Council		
Satisfied with the behaviour of the elected Councillors		
Satisfied with how Council consults the community on issues		
Satisfied with the performance of elected Councillors		
Neighbourhood is well looked after by Council		
Council manages its finances well	Reputation survey Mar 2010 and Omnibus survey Mar 2012	Cost/Value for money considerations
Satisfied the services provided by Council represent value for money		
Community willingness to pay weekly amounts for : Community Development program, Public works program and Environmental program	Reputation survey Mar 2010 and Omnibus survey Mar 2012	Cost/Value for money considerations

Appendix 6: Online Survey and Workshop Demographics

Online survey 2012 - Demographics summary of respondents

Age grouping of respondents

	No. of respondents	% of respondents
Age 18-24	4	4%
Age 25-34	12	11%
Age 65+	15	13%
Age 50-64	34	30%
Age 35-49	47	42%
Grand Total	112	100%

Gender of respondents

	No. of respondents	% of respondents
Female	71	63%
Male	41	37%
Grand Total	112	100%

Suburb of respondents

	No. of respondents	% of respondents
Hamlyn Terrace	9	8%
Berkeley Vale	8	7%
Lake Munmorah	7	6%
Bateau Bay	7	6%
San Remo	5	4%
Summerland Point	5	4%
Blue Haven	5	4%
Wyang	4	4%
Killarney Vale	4	4%
Mardi	4	4%
Wadalba	3	3%
Budgewoi	3	3%
Wyangah	3	3%
Gorokan	3	3%
Norah Head	3	3%
Buff Point	3	3%
Watanobbi	3	3%
Chain Valley Bay	3	3%
Ourimbah	3	3%
Blue Bay	2	2%
Tuggerah	2	2%
Woongarra	2	2%
Noraville	2	2%
Tumbi Umbi	2	2%

Chittaway Bay	2	2%
Mannering Park	2	2%
Gwandalan	2	2%
Toukley	2	2%
The Entrance North	2	2%
Halekulani	1	1%
Wyong Creek	1	1%
Chittaway Point	1	1%
Glenn Valley	1	1%
The Entrance	1	1%
Charmhaven	1	1%
Long Jetty	1	1%
Grand Total	112	100%

No. of years in Wyong shire

	No. of respondents	% of respondents
10-20 years	36	32%
20-40 years	32	29%
3-7 years	13	12%
7-10 years	13	12%
1-3 years	8	7%
>40 years	7	6%
<6 months	3	3%
Grand Total	112	100%

Age grouping of respondents

	No. of respondents	% of respondents
Age 18-24	1	1%
Age 25-34	5	7%
Age 35-49	16	22%
Age 50-64	31	43%
Age 65+	18	25%
Not specified	1	1%
Grand Total	72	100%

Gender of respondents

	No. of respondents	% of respondents
Male	43	60%
Female	28	39%
Not specified	1	1%
Grand Total	72	100%

Suburb of respondents

	No. of respondents	% of respondents
Watanobbi	9	13%
The Entrance North	6	8%
Tumbi Umbi	4	6%
Wyong	4	6%
Gorokan	3	4%
Chain Valley Bay	3	4%
Gwandalan	3	4%
Long Jetty	3	4%
Ourimbah	3	4%
Killarney Vale	3	4%
Lake Haven	2	3%
Woongarra	2	3%
Chittaway Point	2	3%
Hamlyn Terrace	2	3%
Norah Head	2	3%
Buff Point	2	3%
Lake Munmorah	2	3%
Budgewoi	1	1%
Kanwal	1	1%
Toukley	1	1%
Mannering Park	1	1%
Blue Haven	1	1%

Mardi	1	1%
Berkeley Vale	1	1%
Halekulani	1	1%
Tuggerah	1	1%
Noraville	1	1%
Wadalba	1	1%
Blue Bay	1	1%
Woogarah	1	1%
The Entrance	1	1%
Alison	1	1%
The Entrance	1	1%
Jilliby	1	1%
Grand Total	72	100%

Online Demographics

Participant ID	Age	Age (formatted)	Gender	Suburb	Suburb(formatted)	Years in Wyong area	Years in Wyong area(formatted)	Ward
1	46 - 50	Age 35-49	Female	Gorokan	Gorokan	Seven years to ten years	7-10 years	A Ward
2	41 - 45	Age 35-49	Female	Norah Head	Norah Head	Less than six months	<6 months	A Ward
3	66 - 70	Age 65+	Female	Blue Haven	Blue Haven	Ten to twenty years	10-20 years	A Ward
4	35 - 40	Age 35-49	Female	Lake Munmorah	Lake Munmorah	Ten to twenty years	10-20 years	A Ward
5	46 - 50	Age 35-49	Male	Mardi	Mardi	Ten to twenty years	10-20 years	B Ward
6	35 - 40	Age 35-49	Female	Mardi	Mardi	Ten to twenty years	10-20 years	B Ward
7	61 - 65	Age 50-64	Male	Blue Bay	Blue Bay	Less than six months	<6 months	B Ward
8	56 - 60	Age 50-64	Male	lake Munmorah	lake Munmorah	One year to three years	1-3 years	A Ward
9	31 - 35	Age 25-34	Male	chain valley bay	Chain Valley Bay	Twenty to forty years	20-40 years	A Ward
10	46 - 50	Age 35-49	Male	Bateau Bay	Bateau Bay	Over forty years	>40 years	B Ward
11	31 - 35	Age 25-34	Female	Buff Point	Buff Point	Seven years to ten years	7-10 years	A Ward
12	51 - 55	Age 50-64	Female	Gwandalan	Gwandalan	Ten to twenty years	10-20 years	A Ward
13	51 - 55	Age 50-64	Female	Lake Munmorah	Lake Munmorah	Twenty to forty years	20-40 years	A Ward
14	31 - 35	Age 25-34	Female	Buff Point	Buff Point	Seven years to ten years	7-10 years	A Ward
15	41 - 45	Age 35-49	Female	San Remo	San Remo	One year to three years	1-3 years	A Ward
16	51 - 55	Age 50-64	Female	Summerland Point	Summerland Point	Seven years to ten years	7-10 years	A Ward
17	31 - 35	Age 25-34	Male	Watanobbi	Watanobbi	Twenty to forty years	20-40 years	B Ward
18	56 - 60	Age 50-64	Female	Summerland Point	Summerland Point	Ten to twenty years	10-20 years	A Ward

19	35 - 40	Age 35-49	Female	San Remo	San Remo	One year to three years	1-3 years	A Ward
20	41 - 45	Age 35-49	Female	Hamlyn Terrace	Hamlyn Terrace	Three years to seven years	3-7 years	A Ward
21	41 - 45	Age 35-49	Female	Mardi	Mardi	Ten to twenty years	10-20 years	B Ward
22	51 - 55	Age 50-64	Female	Noraville	Noraville	Twenty to forty years	20-40 years	A Ward
23	31 - 35	Age 25-34	Female	Hamlyn Terrace	Hamlyn Terrace	One year to three years	1-3 years	A Ward
24	56 - 60	Age 50-64	Female	Gorokan	Gorokan	Seven years to ten years	7-10 years	A Ward
25	51 - 55	Age 50-64	Male	The Entrance North	The Entrance North	Twenty to forty years	20-40 years	B Ward
26	51 - 55	Age 50-64	Female	Chittaway Point	Chittaway Point	Ten to twenty years	10-20 years	B Ward
27	56 - 60	Age 50-64	Male	BERKELEY VALE	Berkeley Vale	Twenty to forty years	20-40 years	B Ward
28	21 - 25	Age 18-24	Female	San Remo	San Remo	Twenty to forty years	20-40 years	A Ward
29	46 - 50	Age 35-49	Female	Toukley	Toukley	Ten to twenty years	10-20 years	A Ward
30	66 - 70	Age 65+	Male	Ourimbah	Ourimbah	Seven years to ten years	7-10 years	B Ward
31	35 - 40	Age 35-49	Female	Hamlyn Terrace	Hamlyn Terrace	Three years to seven years	3-7 years	A Ward
32	35 - 40	Age 35-49	Female	Wadalba	Wadalba	Seven years to ten years	7-10 years	A Ward
33	56 - 60	Age 50-64	Male	Bateau Bay	Bateau Bay	Twenty to forty years	20-40 years	B Ward
34	56 - 60	Age 50-64	Female	Noraville	Noraville	Twenty to forty years	20-40 years	A Ward
35	31 - 35	Age 25-34	Female	Buff point	Buff point	Ten to twenty years	10-20 years	A Ward
36	46 - 50	Age 35-49	Male	Blue Bay	Blue Bay	Twenty to forty years	20-40 years	B Ward

		49						
37	35 - 40	Age 35-49	Female	Blue Haven	Blue Haven	Ten to twenty years	10-20 years	A Ward
38	71 - 75	Age 65+ Age 50-64	Female	Killarney Vale	Killarney Vale	Over forty years	>40 years	B Ward
39	61 - 65	Age 25-34	Female	Toukley	Toukley	Twenty to forty years One year to three years	20-40 years	A Ward
40	26 - 30	Age 65+ Age 35-49	Male	Berkeley Vale Summerland Point	Berkeley Vale Summerland Point	Three years to seven years Seven years to ten years	1-3 years	B Ward
41	66 - 70	Age 35-49	Female	Ourimbah	Ourimbah	Seven years to ten years	3-7 years	A Ward
42	41 - 45	Age 35-49	Female	Ourimbah	Ourimbah	Seven years to ten years	7-10 years	B Ward
43	35 - 40	Age 35-49	Male	Glennings Valley	Glennings Valley	Ten to twenty years	10-20 years	B Ward
44	41 - 45	Age 35-49	Female	Gwandalan	Gwandalan	Ten to twenty years	10-20 years	A Ward
45	61 - 65	Age 50-64	Female	Lake Munmorah	Lake Munmorah	Ten to twenty years	10-20 years	A Ward
46	35 - 40	Age 35-49	Female	Hamlyn Terrace	Hamlyn Terrace	Ten to twenty years	10-20 years	A Ward
47	35 - 40	Age 35-49	Male	Hamlyn Terrace	Hamlyn Terrace	Ten to twenty years	10-20 years	A Ward
48	75 +	Age 65+ Age 25-34	Female	Hamlyn Terrace	Hamlyn Terrace	Ten to twenty years	10-20 years	A Ward
49	26 - 30	Age 25-34	Female	Lake Munmorah	Lake Munmorah	Ten to twenty years	10-20 years	A Ward
50	46 - 50	Age 35-49	Male	wyong	Wyong	Over forty years	>40 years	B Ward
51	71 - 75	Age 65+	Male	Manning Park	Manning Park	Ten to twenty years	10-20 years	A Ward
52	71 - 75	Age 65+ Age 50-64	Male	Blue Haven MANNERING PARK	Blue Haven MANNERING PARK	Ten to twenty years	10-20 years	A Ward
53	61 - 65	Age 50-64	Female	MANNERING PARK	MANNERING PARK	Twenty to forty years	20-40 years	A Ward
54	16 - 20	Age 18-24	Female	Wyongah	Wyongah	Ten to twenty years	10-20 years	A Ward
55	35 - 40	Age 35-49	Female	Killarney Vale	Killarney Vale	Three years to seven years	3-7 years	B Ward
56	61 - 65	Age 50-64	Female	Wadalba	Wadalba	One year to three years	1-3 years	A Ward
57	71 - 75	Age 65+ Age 35-49	Male	Bateau Bay 2261	Bateau Bay	Twenty to forty years	20-40 years	B Ward
58	46 - 50	Age 35-49	Female	Tuggerah	Tuggerah	Twenty to forty years	20-40 years	B Ward
59	51 - 55	Age 50-64	Male	Killarney Vale	Killarney Vale	Three years to seven years	3-7 years	B Ward
60	35 - 40	Age 35-49	Male	Summerland Point	Summerland Point	Twenty to forty years	20-40 years	A Ward
61	66 - 70	Age 65+ Age 35-49	Male	Long Jetty	Long Jetty	Seven years to ten years Three years to seven years	7-10 years	B Ward
62	41 - 45	Age 35-49	Male	Watanobbi	Watanobbi	Three years to seven years	3-7 years	B Ward
63	35 - 40	Age 35-49	Male	Tuggerah	Tuggerah	Ten to twenty years	10-20 years	B Ward
64	41 - 45	Age 35-49	Male	Watanobbi	Watanobbi	Three years to seven years	3-7 years	B Ward
65	35 - 40	Age 35-49	Female	Norah Head	Norah Head	Ten to twenty years	10-20 years	A Ward
66	61 - 65	Age 50-64	Female	Woongarra	Woongarra	One year to three years	1-3 years	A Ward
67	35 - 40	Age 35-49	Female	San Remo	San Remo	Ten to twenty years	10-20 years	A Ward
68	56 - 60	Age 50-64	Male	Charmhaven	Charmhaven	Over forty years	>40 years	A Ward
69	56 - 60	Age 50-64	Female	wyong	Wyong	Ten to twenty years	10-20 years	B Ward
70	56 - 60	Age 50-64	Male	Tumbi Umbi	Tumbi Umbi	Twenty to forty years	20-40 years	B Ward
71	46 - 50	Age 35-49	Female	Blue Haven	Blue Haven	Twenty to forty years	20-40 years	A Ward
72	31 - 35	Age 25-34	Female	Berkeley Vale	Berkeley Vale	Twenty to forty years	20-40 years	B Ward
73	56 - 60	Age 50-64	Female	Gorokan	Gorokan	Twenty to forty years	20-40 years	A Ward
74	46 - 50	Age 35-49	Female	Budgewoi	Budgewoi	Ten to twenty years	10-20 years	A Ward

75	35 - 40	Age 35-49	Female	Bateau Bay	Bateau Bay	Twenty to forty years	20-40 years	B Ward
76	61 - 65	Age 50-64	Female	Berkeley Vale	Berkeley Vale	Twenty to forty years	20-40 years	B Ward
77	26 - 30	Age 25-34	Female	Budgewoi	Budgewoi	Three years to seven years	3-7 years	A Ward
78	61 - 65	Age 50-64	Female	Budgewoi	Budgewoi	Ten to twenty years	10-20 years	A Ward
79	71 - 75	Age 65+	Female	The entrance	The Entrance	Ten to twenty years	10-20 years	B Ward
80	56 - 60	Age 50-64	Female	Killarney Vale	Killarney Vale	Twenty to forty years	20-40 years	B Ward
81	35 - 40	Age 35-49	Female	Hamlyn Terrace	Hamlyn Terrace	Ten to twenty years	10-20 years	A Ward
82	46 - 50	Age 35-49	Female	Blue Haven	Blue Haven	Twenty to forty years	20-40 years	A Ward
83	41 - 45	Age 35-49	Female	Hamlyn Terrace	Hamlyn Terrace	Seven years to ten years	7-10 years	A Ward
84	66 - 70	Age 65+	Female	Lake Munmorah	Lake Munmorah	Ten to twenty years	10-20 years	A Ward
85	51 - 55	Age 50-64	Female	Berkeley Vale	Berkeley Vale	Ten to twenty years	10-20 years	B Ward
86	46 - 50	Age 35-49	Male	Lake Munmorah	Lake Munmorah	Ten to twenty years	10-20 years	A Ward
87	35 - 40	Age 35-49	Male	Chittaway Bay	Chittaway Bay	Ten to twenty years	10-20 years	B Ward
88	35 - 40	Age 35-49	Female	Ourimbah	Ourimbah	One year to three years	1-3 years	B Ward
89	35 - 40	Age 35-49	Male	Chain Valley Bay	Chain Valley Bay	Three years to seven years	3-7 years	A Ward
90	66 - 70	Age 65+	Female	Wadalba	Wadalba	Seven years to ten years	7-10 years	A Ward
91	31 - 35	Age 25-34	Female	Chittaway Bay	Chittaway Bay	Twenty to forty years	20-40 years	B Ward
92	41 - 45	Age 35-49	Male	Bateau Bay	Bateau Bay	Ten to twenty years	10-20 years	B Ward
93	51 - 55	Age 50-64	Male	Bateau Bay	Bateau Bay	Twenty to forty years	20-40 years	B Ward
94	41 - 45	Age 35-49	Male	Mardi	Mardi	Seven years to ten years	7-10 years	B Ward
95	51 - 55	Age 50-64	Male	Wyang	Wyang	Three years to seven years	3-7 years	B Ward
96	71 - 75	Age 65+	Female	Halekulani	Halekulani	Three years to seven years	3-7 years	A Ward
97	56 - 60	Age 50-64	Female	Woongarra	Woongarra	Twenty to forty years	20-40 years	A Ward
98	21 - 25	Age 18-24	Female	Wyang	Wyang	Less than six months	<6 months	B Ward
99	41 - 45	Age 35-49	Female	The Entrance	The Entrance	Twenty to forty years	20-40 years	B Ward
100	66 - 70	Age 65+	Male	North Summerland Point	North Summerland Point	Ten to twenty years	10-20 years	A Ward
101	61 - 65	Age 50-64	Male	Tumbi Umbi	Tumbi Umbi	Ten to twenty years	10-20 years	B Ward
102	56 - 60	Age 50-64	Male	Norah Head	Norah Head	Over forty years	>40 years	A Ward
103	56 - 60	Age 50-64	Female	chain valley bay	Chain Valley Bay	Over forty years	>40 years	A Ward
104	46 - 50	Age 35-49	Female	Hamlyn Terrace	Hamlyn Terrace	Ten to twenty years	10-20 years	A Ward
105	41 - 45	Age 35-49	Female	Wyang Creek	Wyang Creek	Seven years to ten years	7-10 years	B Ward
106	35 - 40	Age 35-49	Female	Berkeley vale	Berkeley Vale	Twenty to forty years	20-40 years	B Ward
107	51 - 55	Age 50-64	Female	Berkeley Vale	Berkeley Vale	Twenty to forty years	20-40 years	B Ward
108	26 - 30	Age 25-34	Male	Wyangah	Wyangah	Three years to seven years	3-7 years	B Ward
109	71 - 75	Age 65+	Male	Bateau Bay	Bateau Bay	Ten to twenty years	10-20 years	B Ward
110	46 - 50	Age 35-49	Male	Berkeley Vale	Berkeley Vale	Three years to seven years	3-7 years	B Ward
111	21 - 25	Age 18-24	Male	San Remo	San Remo	Twenty to forty years	20-40 years	A Ward
112	41 - 45	Age 35-49	Female	Wyangah	Wyangah	Over forty years	>40 years	B Ward

Workshop Demographics

Participant ID	Post Code	Age	Age - formatted	Gender	Gender - formatted	Source	Location	Date	Suburb
1	2259	60	Age 50-64	F	Female	Community workshop	Tuggerah	May 26, 2012	Watanobbi
2	2259	67	Age 65+	M	Male	Community workshop	Tuggerah	May 26, 2012	Alison
3	2261	62	Age 50-64	F	Female	Community workshop	Tuggerah	May 26, 2012	Killarney Vale
4	2261	48	Age 35-49	F	Female	Community workshop	Tuggerah	May 26, 2012	Watanobbi
5	2261	60	Age 50-64	M	Male	Community workshop	Tuggerah	May 26, 2012	Watanobbi
6	2261	75	Age 65+	M	Male	Community workshop	Tuggerah	May 26, 2012	Chittaway Point
7	2261	63	Age 50-64	M	Male	Community workshop	Tuggerah	May 26, 2012	Chittaway Point
8	2259	58	Age 50-64	M	Male	Community workshop	Tuggerah	May 26, 2012	Watanobbi
9	2259	43	Age 35-49	F	Female	Community workshop	Tuggerah	May 26, 2012	Hamlyn Terrace
10	2258	71	Age 65+	F	Female	Community workshop	Tuggerah	May 26, 2012	Ourimbah
11	2259	65	Age 65+	M	Male	Community workshop	Tuggerah	May 26, 2012	Watanobbi
12	2259	65	Age 65+	F	Female	Community workshop	Tuggerah	May 26, 2012	Watanobbi
13	2263	63	Age 50-64	M	Male	Community workshop	The Entrance	May 28, 2012	Norah Head
14	2259	63	Age 50-64	M	Male	Community workshop	The Entrance	May 28, 2012	Tuggerah
15	2261	58	Age 50-64	F	Female	Community workshop	The Entrance	May 28, 2012	The Entrance North
16	2261	70	Age 65+	M	Male	Community workshop	The Entrance	May 28, 2012	The Entrance North
17	2261	68	Age 65+	M	Male	Community workshop	The Entrance	May 28, 2012	The Entrance North
18	2261	69	Age 65+	M	Male	Community workshop	The Entrance	May 28, 2012	Blue Bay
19	2261	64	Age 50-64	M	Male	Community workshop	The Entrance	May 28, 2012	Tumbi Umbi
20	2261	62	Age 50-64	F	Female	Community workshop	The Entrance	May 28, 2012	Tumbi Umbi
21	2261	50	Age 50-64	M	Male	Community workshop	The Entrance	May 28, 2012	Long Jetty
22	2259	59	Age 50-64	M	Male	Community workshop	The Entrance	May 28, 2012	Lake Munmorah
23	2261	Not specified	Not specified	Not specified	Not specified	Community workshop	The Entrance	May 28, 2012	Long Jetty
24	2261	24	Age 18-24	M	Male	Community workshop	The Entrance	May 28, 2012	The Entrance
25	2263	54	Age 50-64	M	Male	Community workshop	The Entrance	May 28, 2012	Norah Head
26	2262	71	Age 65+	F	Female	Community workshop	The Entrance	May 28, 2012	Halekulani
27	2261	65	Age 65+	F	Female	Community workshop	The Entrance	May 28, 2012	The Entrance North
28	2261	72	Age 65+	M	Male	Community workshop	The Entrance	May 28, 2012	The Entrance North
29	2259	73	Age 65+	M	Male	Community workshop	Blue Haven	May 30, 2012	Gwandalan
30	2259	75	Age 65+	F	Female	Community workshop	Blue Haven	May 30, 2012	Gwandalan
31	2262	65	Age 65+	M	Male	Community workshop	Blue Haven	May 30, 2012	Blue Haven
32	2259	31	Age 25-34	M	Male	Community workshop	Blue Haven	May 30, 2012	Watanobbi
33	2259	80	Age 65+	M	Male	Community workshop	Blue Haven	May 30, 2012	Mannerling Park
34	2259	74	Age 65+	M	Male	Community workshop	Blue Haven	May 30, 2012	Chain Valley Bay
35	2259	65	Age 65+	F	Female	Community workshop	Blue Haven	May 30, 2012	Chain Valley Bay

36	2262	36	Age 35-49	M	Male	Community workshop	Blue Haven	May 30, 2012	Buff Point
37	2262	60	Age 50-64	F	Female	Community workshop	Blue Haven	May 30, 2012	Budgewoi
38	2261	32	Age 25-34	F	Female	Staff workshop	Council chambers	May 21, 2012	Tumbi Umbi
39	2259	40	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Woongarra
40	2259	51	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Wadalba
41	2263	35	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Gorokan
42	2263	52	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Lake Haven
43	2259	51	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Woongarra
44	2259	39	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Kanwal
45	2259	56	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Jilliby
46	2259	39	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Gwandalan
47	2263	31	Age 25-34	M	Male	Staff workshop	Council chambers	May 21, 2012	Gorokan
48	2259	29	Age 25-34	M	Male	Staff workshop	Council chambers	May 21, 2012	Lake Munmorah
49	2263	33	Age 25-34	M	Male	Staff workshop	Council chambers	May 21, 2012	Gorokan
50	2261	57	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	The Entrance
51	2259	57	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Wyong
52	2258	51	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Ourimbah
53	2261	65	Age 65+	M	Male	Staff workshop	Council chambers	May 21, 2012	Tumbi Umbi
54	2259	53	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Wyong
55	2263	57	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Lake Haven
56	2259	38	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Woongarra
57	2262	49	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Buff Point
58	2259	41	Age 35-49	F	Female	Staff workshop	Council chambers	May 21, 2012	Watanobbi
59	2259	43	Age 35-49	F	Female	Staff workshop	Council chambers	May 21, 2012	Wyong
60	2263	44	Age 35-49	F	Female	Staff workshop	Council chambers	May 21, 2012	Toukley
61	2263	62	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Norville
62	2259	58	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Wyong
63	2259	52	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Chain Valley Bay
64	2259	41	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Watanobbi
65	2261	43	Age 35-49	M	Male	Staff workshop	Council chambers	May 21, 2012	Long Jetty
66	2261	58	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Killarney Vale
67	2259	51	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Mardi
68	2261	45	Age 35-49	F	Female	Staff workshop	Council chambers	May 21, 2012	Killarney Vale
69	2259	43	Age 35-49	F	Female	Staff workshop	Council chambers	May 21, 2012	Hamlyn Terrace
70	2261	57	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	Berkeley Vale
71	2261	50	Age 50-64	F	Female	Staff workshop	Council chambers	May 21, 2012	The Entrance North
72	2258	52	Age 50-64	M	Male	Staff workshop	Council chambers	May 21, 2012	Ourimbah

Appendix 6: Engagement Plan/ Media Plan

Name of Project		COMMUNITY ENGAGEMENT FOR SERVICE STANDARDS REVIEW PROJECT	
Negotiable / Non-Negotiables	<u>Negotiables</u> a) Engagement activities can be changed when required due to demand	Level of Engagement	Inform Consult Collaborate
	<u>Non Negotiables</u> b) A report summarising the community consultation will be reported to Council in late June c) Timing: this engagement will occur during May and June 2012.	Level of Impact/Interest (please tick)	<input checked="" type="checkbox"/> Level 1 – High LGA <input type="checkbox"/> Level 2 – High Local <input type="checkbox"/> Level 3 – Low LGA <input type="checkbox"/> Level 4 – Low Local
Key Messages	<p><i>Key messages generally:</i> Your Place. Your Say. Your Future. A conversation about you...</p> <ul style="list-style-type: none"> • Council has a long term financial plan to bring the budget back to break-even by 2014/15 • We have already completed the first part of that plan, for staff to find savings internally. This has reduced the deficit from \$30million to \$15million in 18 months. • Achieving a budget that is affordable, while keeping the Wyong Shire moving forward, is the challenge Council is facing. • Council staff have found savings internally, which has reduced our deficit from \$30 million in 2009/10 to a target deficit of less than \$15 million this financial year. • We aim to reduce this in the 2012/2013 financial year to a \$10 million deficit, however, we will still have a \$10 million deficit to tackle - so long term something has to change. • Councillors and staff are taking a positive approach to the opportunities and difficulties which lie ahead. Whatever final decisions are made, the aim is to provide Council services cost-effectively and to a standard that our community believes offers value for money • Some service levels have already had to be more efficient. • We need your help to achieve the second part of our plan. • We need you to tell us what Council services you value in your Shire, so we can plan the right level of affordable services to meet your needs, while still achieving our financial plan. • This means we will need to change the way we do things, either reduce our services or find additional income by seeking more Government grants, charging more for services, or applying for a special rate rise. <p>What are we doing? We are doing a Service Standard Review. A service standard review allows you to provide feedback on what Council services you value in your community. It gives Council information to direct future planning and financial decisions. We need your help because we want to better understand the community's expectations about the services we provide and the standard to which they should be provided. Higher quality services cost more to fund. We want to know what services you would like to make sure you keep in the future – and ones that you think you may be able to have less of or do without. Reviewing our operations and financial spending is good business practice – something that Council prides itself on.</p> <p>Why are we doing it? Council is working towards a healthy financial future for Wyong Shire. We need to provide the best level of services across the most appropriate areas at the least cost to current and future rate payers. At the moment, Council has more money going out than coming in. When you have more money going out than coming in, something has to change. Just the same as with your household budget. Council has committed to being a good financial manager and reducing its operating deficit to break even by 2014./15. Services cost money to provide and can be provided at different levels. By understanding what services you value we can make good financial decisions about helping the community in the long term.</p> <p>What have we done to reduce the deficit so far? We have reduced a \$30m deficit to \$15m over the last 18 months. We have done this by implementing efficiencies across Council. The Service Delivery Review identified one-off savings of \$2.165m in Plant/Fleet costs, \$300k annually in reduced Legal Costs, \$1m annually in reduced staff costs, \$250k annually in reduced use of consultants. Continued focus on efficiency gains have reduced our energy costs, made better use of in-field technology and reduced the cost of major items like road maintenance. Our goal is to further reduce the deficit so Council's budget breaks even by 2014/15.</p> <p>What do you want to know? We want to know what services you think are really necessary for you to live a safe, healthy and fulfilling life in Wyong Shire. Services are more than just road works and rubbish collection. In fact, Council provides over 200 services to the community.</p> <p>What services are we looking at? We are looking at services that could be provided at higher or lower levels without breaching health, safety or legal needs. This would include areas like waste collection, sewerage, water and animal management. Other services that are not impacted by these requirements include new capital projects, road upgrades and road works, facilities like halls, pools and libraries, playgrounds, roadside maintenance and mowing, grants and community donations, and many, many more. There are also asset maintenance programs which should go ahead now to avoid decline of the asset over time</p> <p>How will we use what you've told us in previous consultations</p>		

Our Service Standards Review will also be looking at what you've told us in previous consultations, particularly what you told us in 2009 when we were developing our 2030 Community Plan.

What are the next steps / what will happen next?

1. After we get your input, we will review the values and priority areas and develop a range of scenarios for providing different levels of service.
2. We will work with the community to identify the preferred scenario, that is, the one that strikes the best compromise for the whole community between the service levels you want and our capacity to pay for it.
3. Councillors will then make a decision about how to proceed from there..If the community prefers to maintain or increase current services levels, this will need to be funded in some way.

Your role in this important process is to:

- a) Help us understand what our community values (Phase 1 – May 2012)
- b) Help us prioritise the range of services Council provides (Phase 1 – May 2012)
- c) Help decide which potential option provides the best balance for our community (Phase 2)

Workshop promotion key messages:

Your Place. Your Say. Your Future. A conversation about you...

Come to our community workshops and tell us what Council services you value in your Shire, so we can plan the right level of affordable services to meet your needs. Your feedback in these workshops will influence Council's longer term planning and decision making. If you can't make these community workshops, you can still have your say by filling in the online survey at <http://consultation.wyong.nsw.gov.au> before **31 May 2012**.

Summary of Engagement

Overall approach

- A consultative, deliberative process of community engagement
- A phased approach to community engagement in order to first communicate the current financial issue, then target strategic priorities and projects that will contribute to the development and roll-out of the SRV
- An outreach approach – focused on a broad range of events and activities *in the community* – to ensure that hard to reach communities are engaged
- An approach that works within Council's existing activities, events and Tenix/Twyford

Approach by project phase

Engagement will occur across each phase of the development of the SRV (excluding Phase one: project set up). Key engagement activities and objectives at each phase are as follows.

Phase	Timing	Key objectives of engagement	Key questions	Key engagement activities	Stakeholders targeted
Phase one Current reality and value understanding	Commence May 2012 and end in June 2012	<ul style="list-style-type: none"> • To provide information about Council's financial plan and the breadth of Council services • To build relationships through conversation • To understand what the community most values, and how that relates to the services Council provides 	<p>A separate Q&A document has been prepared. Some likely questions the community may have are:</p> <p><i>What does Council do with our money?</i></p> <p><i>Is this just another community thing that won't work?</i></p> <p><i>What if I want something different?</i></p> <p><i>Will this mean you will be raising rates?</i></p> <p>Please see separate Q&A.</p>	<ul style="list-style-type: none"> • Engagement strategy finalised • Briefings • Use of website, intranet and social media for promotion of engagement activities • Councillors Update • Fact Sheet • Postcards • Letter to committees explaining the issue and community workshop times • Workshops for both staff and the community • Internal advertisement of the workshop dates and times • Survey • Media advertisement of the workshop dates and times • Media release • Shirewide • Mayors column • Email • Pre organised community engagement activities 	<ul style="list-style-type: none"> • All stakeholders • SUM's • ET • Councillors • Customer and Community Relations • Customer and Community Relations • All stakeholders • Councillors • All stakeholders • All stakeholders • Precinct and 355 Committees • Council Committees • All stakeholders • All stakeholders • Media • All Stakeholders • Community networks • All stakeholders

			•		<ul style="list-style-type: none"> • Personal contact • Hand-out of post cards at railway stations advertising the workshop dates and times and online survey 	<ul style="list-style-type: none"> • Commuters • Workshop attendees
			•		<ul style="list-style-type: none"> • E-resident panel? 	•
Phase two – Willingness to pay	October to December 2012		• I'm assuming detail to be developed after stage 1?		<ul style="list-style-type: none"> • Where's the deliberative working group? 	•
Stakeholders / Target Audience	<ul style="list-style-type: none"> • Community stakeholders: <ul style="list-style-type: none"> ○ Residents ○ Future ratepayers ○ Ratepayers ○ Businesses ○ Clubs ○ Precinct and 355 committees ○ Volunteers ○ Students ○ Workers ○ Council • Targeted activities for hard to reach members of the community, in particular: <ul style="list-style-type: none"> ○ Culturally and linguistically diverse (CALD) ○ Young people ○ People with a disability ○ Workers and commuters • Organisations representing Wyong's communities, including (TT lead): <ul style="list-style-type: none"> ○ Chambers of Commerce ○ Bushcare groups ○ CALD groups ○ Landcare ○ Community groups ○ Seniors' groups ○ Others • Supported by engagement with State Government agencies, business and other organisational stakeholders (WSC lead) <ul style="list-style-type: none"> ○ IPART ○ DLG 					

ENGAGEMENT ACTIVITIES

KEY	
I	Mandatory (M) – Inform
C	Recommended (R) – Connect
E	Optional (O) – Engage

Note: All budget items marked with an asterisk* are indicative and reflect materials and disbursement costs

PHASE 1 ENGAGEMENT ACTIVITIES

#	Engagement Strategies	L1 High LGA	Detail of engagement activity	Stakeholder Group Name	Time frame	Responsible officer (Wyong Council – WSC Teniz Twyford – TT)	Approximate budget	Status report	Evaluation
1	Customer Service	I	- Information emailed to update staff about the planned engagement activities for the SSR	- Customer and Community Contact	- May and June 2012	- WSC	-	- Complete - Info sheet 15 May	- Booking process was manual. Future booking system needed so that all Customer Contact staff could provide service.
2	SUM & ET Briefing	E	- All SUM's and the ET will meet to be briefed on the dilemma that is about to be communicated and key messages will be provided for future reference - Basic information regarding facilitation and question answering in preparation of the community workshops	- SUM's - Customer and Community Contact - ET	- May 2012	- WSC (DARRYL) - WSC to identify facilitators (DARRYL) - Advice from TT	-	- Briefing sessions held 14 and 15/5 with each Management Team. Email with follow-up information sent 18/05. - Further workshop for facilitators held 24/05/12	-
2	Wyong Shire Council Website & Intranet	I & C	- General information provided IAN - Website will cover community engagement activities that are planned IAN - Online survey	- SUM's - Councillors - All external stakeholders	- May and June 2012	- WSC - TT to provide Survey Questions ASAP	-	- Website information maintained during the workshops, online survey ran from 17/05/12 to 05/06/12.	Get Involved – Consultation Page there were 59 pageviews in the specified period. Average time spent on the page was two minutes and 39 seconds. The search also revealed that on 10 occasions, viewers entered our website directly on that page -- and of the overall traffic on the page in that period, 47.46% left our site from that page. NB: Online survey statistics to be provided under survey
3	Councillors' Update	C	- Inform of the process that is planned for the community engagement aspect of this project	- Councillors	- May and June 2012	- WSC (DARRYL)	-	- May update sent 11/05/12 - Councillor briefing on results scheduled for 27/06/12.	- Completed

4	<p>Fact Sheet/Brochure/Q&A Sheet (simple snapshot of information) Postcard for handouts at stations and other locations (Qty 1000) Posters – for community noticeboards, internal etc.</p>	I	<ul style="list-style-type: none"> - Two page (double sided A4) project fact sheet, covering the key messages JANINE - Ensure that workshop and survey information is present on these fact sheets JANINE - Postcard handout at train stations at Wyong and Tuggerah COLBY. 	<ul style="list-style-type: none"> - SUM's - Councillors - Residents / ratepayers - Workers - Business and industry groups SUE - Community groups - Precinct & 355 Committees - State government 	- May and June 2012	<ul style="list-style-type: none"> - WSC – COLBY to work with ALISON to produce postcards & Posters SUE to organise distribution of posters (putterupper) - Advice from TT 	<ul style="list-style-type: none"> - Permission from Railcorp to handout postcards. Done, DR has discussed with relevant Station Managers 08/05 - Staff to do handouts – 8am x 4 staff DARRYL to organise staff 	<ul style="list-style-type: none"> - 700+ postcards and were distributed to Libraries and Child Care - Buy Local Festival and sporting events - 50 + posters displayed at community facilities. - 600+ postcards handed out to commuters at Wyong and Tuggerah Railway Stations Fact sheets handed out at 3 community workshops 	-
5	<p>Precinct and 355 Committees Community Groups</p>	I	<ul style="list-style-type: none"> - Email to each Advisory Committee advising of the project and workshops that will be held 	<ul style="list-style-type: none"> - Councillors - Residents / ratepayers 	- May and June 2012	<ul style="list-style-type: none"> - WSC – COLBY to produce and send email - Advice from TT 	-	<ul style="list-style-type: none"> - mail to managers for them to forward to relevant contacts and networks. 17/05 - Followed up with Managers on 25/05/12 	<ul style="list-style-type: none"> - Note not all Managers responded with a return email indicating they had forwarded to their networks. This needs to be assessed by Engagement Section.
6	<p>Staff workshops – staff who are residents</p>	E	<ul style="list-style-type: none"> - One internal staff workshop to be held week of May 21 – time 8.30am - Held during business hours and require the involvement of staff from across the business all employees will be invited - Book through Training so supervisors can give permission 	<ul style="list-style-type: none"> - Councillors - Employees - Residents/ratepayers - Unions 	- 21 May 2012	<ul style="list-style-type: none"> - TT - WSC resources - Screen saver (JANINE) - Internal email (COLBY) 	<ul style="list-style-type: none"> - Staff can fill in the online survey or attend a public workshop, if they can't attend the staff workshop 	<ul style="list-style-type: none"> - 35 staff attended 	<ul style="list-style-type: none"> - Issues with first presentation that were resolved for the Community workshops.
7	<p>Community workshops (large session to provide information about a project and to ask what they value</p>	C	<ul style="list-style-type: none"> - Three community workshops will be held, one each in the north, central and southern part of the LGA. - one workshop will be held on a weekend afternoon 26 May - Another two on weekday evenings 28th and 30th May. - Twyfords will lead the design and facilitation of the workshops, which will be set up in small group 'café' style to allow conversation. - The broad agenda is: The situation Council and the community face together – presentation Discussion of 'what is important to us?' Discussion of values 	<ul style="list-style-type: none"> - Councillors - Employees - Residents/ratepayers 	- May 2012	<ul style="list-style-type: none"> - TT - WSC resources - Hamlyn Terrace opening is on Saturday May 26th at 10:00am with official proceedings at 10:30am and soccer games all day. 	<ul style="list-style-type: none"> - Creche? This needs to be investigated (DARRYL) 	<ul style="list-style-type: none"> - 3 workshops held, total attendance of 37. 	Completed

			<p>Presentation of information in small groups about the activities Council provides</p> <ul style="list-style-type: none"> - Council's activities will be discussed in up to nine logical 'themes'. The community discussion around each theme or principal activity group will be hosted by a relevant senior staff member. 						
8	On line and offline surveys	C	<ul style="list-style-type: none"> - There will be two surveys available. One will be open to all of the public and the other will be sent to Resident ePanel members only. - Off line surveys will also be available to stakeholders who have trouble accessing on line technology 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups - Staff - Committees 	<ul style="list-style-type: none"> - May and June 2012 	<ul style="list-style-type: none"> - WSC - Advice from TT SURVEY QUESTIONS required ASAP from TT - COLBY to distribute hard copy surveys to libraries etc 	-	<ul style="list-style-type: none"> - Completed - Online survey attracted 112 responses 	<ul style="list-style-type: none"> - Analytics to be provided.
9	Media Release (including ethnic and community media)	I	<ul style="list-style-type: none"> - Media release at least two weeks before public events <p><u>Media outlets to be targeted:</u></p> <ul style="list-style-type: none"> - Express Advocate Wyong edition - Lake Munmorah News - Gwandalan community newspaper The Pelican Itch - Small newsletters in the Western areas - Community language media - Radio 	<ul style="list-style-type: none"> - SUM's - Councillors - Residents / ratepayers - Workers - Business and industry groups - Community groups - Target to hard to reach groups – through information in community languages and accessible formats for people with a disability - Target community radio –and community language newspapers 	<ul style="list-style-type: none"> - May and June 2012 - At least two weeks before public events 	<ul style="list-style-type: none"> - WSC – JANINE/CAMERON - Advice from TT 	-	<ul style="list-style-type: none"> - Media plan implemented, included local print media (press releases and paid advertising) and local radio stations (press releases and paid advertising Completed 	
11	Community Networks (presentations or information provided to existing networks)	I	<ul style="list-style-type: none"> - Emails to community networks advising of the fact sheet and opportunities to get involved in engagement through the community workshops and online surveys 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups 	<ul style="list-style-type: none"> - May and June 2012 	<ul style="list-style-type: none"> - WSC DARRYL 	-	<ul style="list-style-type: none"> - Completed - Email to managers for them to forward to relevant contacts and networks. 17/05 - Followed up with Managers on 26/05/12. 	<ul style="list-style-type: none"> - See previous note by Engagement Team
12	Mayoral Column	I	<ul style="list-style-type: none"> - Advise of the overall SSR project and the commitment to engage the community - Advise of upcoming engagement activities and how to get involved - Regular reporting on 'what we heard' and indicators – e.g. number of people attending events/ numbers of interviews recorded etc 	<ul style="list-style-type: none"> - Internal service units - Councillors - Residents / ratepayers - Workers - Business and industry groups - Community groups 	<ul style="list-style-type: none"> - May 23 2012 	<ul style="list-style-type: none"> - WSC – CAMERON 	-	<ul style="list-style-type: none"> - Appeared 23 May 	<ul style="list-style-type: none"> - Completed by Communications
13	Pre organised community engagement activities	I	<ul style="list-style-type: none"> - Provide information at all Council events that have been organised through prior engagement planning - Utilise the Strategic Planning engagement sessions as a lead in for financial issues 	<ul style="list-style-type: none"> - Councillors - Residents / ratepayers - Workers - Business and industry groups - Community groups - Target to hard to reach groups – bilingual support at CALD-specific and major community-wide events 	<ul style="list-style-type: none"> - As scheduled 	<ul style="list-style-type: none"> - WSC - COLBY - TT support for key events 	<ul style="list-style-type: none"> - Costs for bilingual support 	<ul style="list-style-type: none"> - Postcards available at Buy Local Festival 	<ul style="list-style-type: none"> - Completed
14	Personal Contact	C	<ul style="list-style-type: none"> - Phone if requested - Handing out of survey's and survey link at train stations 	<ul style="list-style-type: none"> - SUM's - Councillors - Residents / ratepayers - Commuters 	<ul style="list-style-type: none"> - As needed 	<ul style="list-style-type: none"> - WSC DARRYL 	-	<ul style="list-style-type: none"> - Customer Contact providing information, calls also to 	<ul style="list-style-type: none"> - Completed

							DR		
15	Shirewide		<ul style="list-style-type: none"> - Articles explaining the community engagement activities planned 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups - Media 	<ul style="list-style-type: none"> - May 16 & 23 2012 - At least two weeks before public events and exhibition 	<ul style="list-style-type: none"> - WSC JANINE - Advice from TT 		<ul style="list-style-type: none"> - Appeared in Shirewide on 16 and 23 May 2012 	<ul style="list-style-type: none"> - Completed
16	Social Media		<ul style="list-style-type: none"> - Information letting the community know about upcoming workshops that they can attend 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups 	<ul style="list-style-type: none"> - May and June 2012 - At least two weeks before public events and exhibition 	<ul style="list-style-type: none"> - WSC IAN - Advice from TT 		<ul style="list-style-type: none"> - We had 5 separate tweets starting 17 May, then 24, 28, 29 May and 4 June regarding both face to face and online surveys. Facebook – we had two items on May 18 and June 3. 	<ul style="list-style-type: none"> - Completed. Not much interest was generated this maybe because of the topic.
17	Banners		<ul style="list-style-type: none"> - Pull up banners for use at the workshops 	<ul style="list-style-type: none"> - Attendees 	<ul style="list-style-type: none"> - By first workshop 	<ul style="list-style-type: none"> - COLBY to organise with ALISON 		<ul style="list-style-type: none"> - 3 ordered 	<ul style="list-style-type: none"> - Were displayed at each of the external workshops
18	Advertising		<ul style="list-style-type: none"> - Investigate radio partnership with ads and live reads to help promote workshops - Place ¼ page ad in Express on Friday 18 and 25 May in Council's reserved space - Develop scripts 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups 	<ul style="list-style-type: none"> - In the week leading up to the workshops 	<ul style="list-style-type: none"> - JANINE 		<ul style="list-style-type: none"> - Print adverts appeared on Fri 18, Wed 23 and Fri 25 in Central Coast Express Advocate. - Radio adverts & live reads appeared on 2GO, SeaFM and StarFM in the week leading up to the workshop and until the workshops were completed. 	<ul style="list-style-type: none"> - Completed by Communications Team.
19	Prize incentive		<ul style="list-style-type: none"> - Any non staff member who completes the survey or attends a workshop will be entered into a draw to win a brand new 32 gig iPad. Promote this in all communications 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups 	<ul style="list-style-type: none"> - Lead up to and during workshops 	<ul style="list-style-type: none"> - ALL – include in all promotions 		<ul style="list-style-type: none"> - Ordered - Prize ordered - Terms and conditions completed. - Prize draw has been drawn and a media release is to be issued on the winner. - Winner drawn by Mayor on 01/06/12, prize has been collected and suitable 	<ul style="list-style-type: none"> - All tasks were completed by Engagement Coordinator. NB: this should be responsibility of Project Manager in the future.

							publicity to follow.	
20	Website		<ul style="list-style-type: none"> - Promotion on the Wyong council website 	<ul style="list-style-type: none"> - Residents / ratepayers - Workers - Business and industry groups - Community groups 	<ul style="list-style-type: none"> - In the week leading up to it. 	<ul style="list-style-type: none"> - Ian Roberts to organise 	<ul style="list-style-type: none"> - 17 May to 5 June – we ran a promo advert on our website homepage which clicked through to the online survey site. 	<ul style="list-style-type: none"> - See note above.
21	Intranet and posters in lifts		<ul style="list-style-type: none"> - Promotion to staff 	<ul style="list-style-type: none"> - Staff 	<ul style="list-style-type: none"> - In the week leading up to the staff workshop 	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Posters were placed around the admin building and depots and a promo in Latest News on placed on the Intranet in the week prior to the staff workshop. 	<ul style="list-style-type: none"> - Completed by Communications team.

Media Plan – Services Standards Review (SSR)

Phase One – Your Place. Your Say. Your Future community engagement

Objective:

1. To inform the community of Council's SSR, in preparation for the application of a Special Rate Variation in the coming Financial Year.
2. To encourage residents and ratepayers to participation in the Your Place. Your Say. Your Future workshops May 26 – 30.
3. To encourage people who can't make the workshops to complete the online engagement.

Tools and resources: Council's Communications department will work in consultation with the PSG to inform the community. This will be done using avenues including advertising, social media and traditional media. Three workshops will be held, the first of which takes place on May 26, the second on May 28 and the third on May 30. These workshops are designed so the public can have a greater understanding on what is proposed and give them an opportunity to participate in the discussion. There is also an online engagement capability.

Timeline: See schedule below.

Media targets: The Central Coast Express Advocate remains the most influential, most read media outlet on the Coast. Articles and advertising are targeted to appear over the weeks starting May 14.

It is also envisaged to host a meeting involving the paper's senior journalist and editor, and seek their feedback and support in informing the public. This meeting is proposed to take place with David Jack in the week starting May 21, owing to time constraints and the journalist's holiday leave.

Council will also attempt to line up an NBN interview prior to the first workshop, using David Jack or Maxine Kenyon as the spokesperson.

Non English speaking media will also be targeted, to ensure Council's message is conveyed to the widest possible cross section of the community.

Radio grabs, using David Jack as spokesperson, will be organised with local radio stations (2GO, SeaFM, Star FM and ABC Central Coast).

Further releases and advertising will be organised as the project progresses.

Target media list

Print

Central Coast Express Advocate
Lakes Mail
Pelican Itch
Wagtails
Rural Grapevine
Village Grapevine
Top End Magazine
Central Coast Business Review
Central Coast Business Insider (news website)
Newcastle Herald

Please note: releases are also sent to the Daily Telegraph and SMH.

TV

NBN
Prime News

Radio

SeaFM
StarFM
2GO
ABC Central Coast
Radio 50 plus

Timeline

Date	Item	Media outlet	Status	Officer	Notes
16-May-12	Advert Shirewide	Central Coast Express Advocate	Done	MS/JC	
16-May-12	Media release 1 - announcing workshops	All media, website	Done	CB	
16-May-12	Interview with David Jack	2GO/SeaFM news	Done	CB	radio grabs ran Thurs 17 May
18-May-12	1/4 page ad Page 9	Central Coast Express Advocate	Done	JC	
22-May-12	Exclusive briefing for Errol Smith (journ) and editor with David Jack	Central Coast Express Advocate	pending Errol's return Monday	CB	
23-May-12	Media release 2 - workshop reminder (new angle)	All media, website	TBD	CB	
23-May-12	1/4 page ad (run of paper)	Central Coast Express Advocate	Done	JC	
23-May-12	Mayor's column	Central Coast Express Advocate	under draft	CB	Cameron
23-May-12	Radio campaign commences – 30 sec ads and promos (23 – 30 May)	2GO / SeaFM / Star1045FM	Booked. Material under draft.	JC	
25-May-12	¼ page ad (run of paper)	Central Coast Express Advocate	Done	JC	
25-May-12	Media release 3 – radio only – reminder about workshop for airing on 26 May	Radio only, website	TBD	CB	
28-May-12	Media release 4 – radio only – reminder about tonight's workshop (28 May)	Radio only, website	TBD	CB	
30-May-12	Media release 5 – radio only – reminder about last workshop (30 May)	Radio only, website	TBD	CB	
30-May-12	Advert Shirewide – reminder about tonight's workshop	Central Coast Express Advocate	TBD	MS	
31 May 2012	Reminder online survey closing (website, radio)	Website, radio	TBD	CB	